

Worst collapse so far causes red faces throughout financial establishment

Big losses bring down Czech bank

By Vincent Boland in Prague

The Czech Republic suffered its biggest banking collapse yesterday. The central bank closed the nation's sixth-largest bank with losses estimated at Kč12bn (\$450m), causing red faces throughout the country's financial establishment.

The collapse of Kreditni Banka leasing Ceska Pojistovna, its controlling shareholder and the country's largest insurance company, facing a financial crunch. Furthermore, senior Czech bankers were members of

CP's supervisory board while the losses, most of them caused by poor lending decisions, were being clocked up.

It is the worst collapse since Banka Bohemia failed in 1993 after issuing fake securities, and the biggest to be caused by lending losses. The central bank said it was too early to say whether fraud played a part.

Kreditni's 13 branches and 119 sub-offices have been closed, ending weeks of speculation about the bank's fate during which estimates of its losses swelled from Kč4bn. Depositors will be reim-

bursed by the state-run deposit guarantee fund and by CP up to a maximum of Kč4m per customer. The total payout is expected to reach at least Kč2.5bn. The guarantee fund is already financially stretched after other banking failures this year and analysts said it might need a cash injection from the state or large banks.

CP is Kreditni's biggest depositor and will incur large losses on its own account because of the collapse. It was unclear yesterday how much of it would be

borne by CP's controlling shareholders, Investiční & Poštovní Banka (IPB) and the privately-run PPF investment company.

Shares in CP fell by the maximum allowed 5 per cent in trading on the Prague stock exchange, to Kč4.032 a share. It took control of Kreditni late last year.

The case has embarrassed some of the country's leading banks and the National Property Fund, an apart from IPB, two other big Czech banks are also shareholders in CP (one is state-

owned and the government is the biggest single shareholder in the other), while the National Property Fund owns 27 per cent. Each had a representative on the CP supervisory board until recently.

Analysts blamed much of the collapse on bad management at both Kreditni and CP. "Problems in the Czech banking sector are always related to management," said Mr Miroslav Nosal, analyst at investment bank Patria Finance.

They also pointed to the web of cross-shareholdings

linking Kreditni, the insurance company and the leading banks as a source of the problem. "I find this collapse more troubling than other [bank] failures," said Mr Jack Schrantz of Creditanstalt Securities. "Nobody was minding the store."

The central bank began intervening in the banking sector in January to weed out troubled institutions. Eight have been shut or placed in administration. Kreditni is the eleventh bank to fail since the sector was liberalised at the start of economic reforms.

EUROPEAN NEWS DIGEST

Flash flood kills campers

A torrent of mud and rock claimed the lives of 62 people when it swept over a crowded family campsite in the Spanish Pyrenees. Most of the victims were Spanish, but state radio reported six holidaymakers from Germany, France and Belgium were among the dead. The campers also included British and Dutch tourists.

The authorities said the final death toll could still rise because an unknown number of the hundreds of people staying at the campsite were still missing after the freak flood on Wednesday night. More than 180 people were injured.

"It all happened in a flash... it was like a giant wave carrying off everything, the cars, the trailers," one survivor told Spanish television. "It was a matter of seconds, not even minutes. The main street in the campsite was a river of mud, between one and two metres deep."

Police said the task of identifying the victims was complicated by the fact that most were not carrying identity documents. Rescuers voiced frustration at the difficulty of recovering bodies, some of which were pulled from the mud as far as 10 miles downstream from the campsite.

Reuter, Brussels

Brussels acts on phone 'locks'

The European Commission has written to GSM mobile phone manufacturers and operators to limit the use of a locking function that can tie customers into one network. The SIM lock deters theft by allowing phones to be "locked" when not in use, but also has the effect of tying the phone into a particular network.

Brussels is concerned this would prevent consumers switching easily between services and reinforce the division of the mobile phone market along national lines. It wants manufacturers to make only SIM locked handsets which can be unlocked by customers themselves, and for network operators to advise customers that phones can be "unlocked" from a particular service on demand.

However, it has stopped short of saying network operators which supply handsets at a discount, with the full cost of the handset made up out of service charges, must unlock phones at any time. The Commission says customers must be told clearly what the financial arrangements are, but handsets need not be unlocked until the cost of the handset has been paid off by the customer.

Neil Buckley, Brussels

Solidarity shipyard bankrupt

Gdansk shipyard, where Poland's Solidarity union was born 16 years ago, was declared bankrupt by a Polish court yesterday. Creditors were given two months to file claims. The yard, where Mr Lech Walesa, Solidarity's founder and subsequently Poland's president, was an electrician, employs 6,000 people and has debts of 414m zlotys (\$153m) and assets of 350 million zlotys.

The government, its owner, said the shipyard had been driven to bankruptcy by unprofitable contracts signed by its previous management. Critics said the government was refusing to bail it out because it was a stronghold of opposition groups.

In an attempt to save a part of the shipyard, the current management has created a new company from some of its assets. New Gdansk Shipyard is to take over the profit-generating contracts. Mr Ryszard Goluch, the yard president, confirmed that a Norwegian-German consortium was interested in buying a stake in the new company, which is negotiating loans with banks to resume production.

Reuter, Gdansk

Credit rating for Slovakia

Slovakia, which had central Europe's strongest growing economy last year, has been given a BBB- credit rating, the lowest investment grade, by the European rating agency Ibc, placing it on the same level as Hungary, three grades ahead of Romania, but behind the highest rated countries in the region: Slovenia, the Czech Republic and Poland. It now has the same BBB- rating from the three leading international credit rating agencies, Ibc, Standard & Poor's and Moody's.

Slovakia had repaid the benefits of prudent fiscal and monetary policies, said the agency, but warned that it faced serious political tensions. The long-running conflict between Mr Vladimir Meciar, the prime minister, and President Michal Kovac, and the problems facing the country's substantial Hungarian-speaking minority, had raised questions about whether Slovakia would "meet the democratic criteria for European Union membership."

Kevin Done, East Europe Correspondent, London

■ Union and management negotiators reached a wage agreement early yesterday to avert a strike at Norway's Mosstrand crude terminal and refinery, the Norwegian Oil Industry Association said.

■ Danish and Icelandic government officials will meet next week in an attempt to resolve their two-week fishing dispute. Iceland has claimed sole fishing rights to the 10,000 sq km "grey zone" between its shores and Greenland - which is a self-governing part of Denmark. Denmark says that fishermen from both countries have equal rights.

Andrew Arnold, Copenhagen

Parisian mob puts paid to free food

By Andrew Jack in Paris

Farmers were forced to abandon attempts to hand out 50 tonnes of free fruit and vegetables in the French capital yesterday in protest at falling prices after being mobbed by Parisians.

The several hundred people who gathered on this forecourt of Mootparnasse railway station seemed more concerned about the prospect of receiving free fruit than in the issues raised by the farmers.

The handouts were twice suspended and resumed, before the crowd pushed forward again and a protest leader called off the impromptu market. He announced that the farmers would instead donate their produce to charity.

The handout was the culmination of a week of protests. Farmers have complained that supermarkets are paying too little for their produce, that the strength of the franc is destroying exports.

FNSEA, the national federation of agricultural unions, has helped to co-ordinate a campaign alleging that retailers sell produce at high mark-ups after buying below cost price. Fruit has been given away in the south of France, and farmers have even dumped food to block access to out-of-town shopping centres.

Good weather in the past few weeks has brought a large and early fruit harvest - especially of peaches - and had helped drive down prices. The strength of the franc against the lira and the peseta has encouraged supermarkets to buy fruit from Italy and Spain, while retailers in other countries have bought less French produce.

Retailers also complain that disappointing weather in early July and persistent consumer pessimism has helped to depress prices of fresh fruit and vegetables, increasing wastage and reducing prices.

But several of France's largest supermarket chains, including Carrefour, Auchan, Casino and Intermarché, agreed this week to buy peaches above the minimum production cost of FF75.50 a kilogram. Producers and retailers met for talks at the agriculture ministry yesterday.

"We want to show the quality of our produce," said one farmer at yesterday's demonstration. "We want to fight against unemployment. Agriculture is the best way to support the countryside and rural life. We have had enough talk, we want action."



Eager Parisians scabble for fresh produce being given away by protesting farmers yesterday

Options chosen for Baltic link

By Andrew Arnold in Copenhagen

Denmark and Germany have shortlisted five options for the proposed link across the Fehmarn Belt, the strait between northern Germany and the southernmost tip of Denmark.

Four tunnel designs and one bridge will be considered over the next two years by officials from both countries. Two plans for a combined bridge and tunnel were dropped on cost and environmental grounds.

The link would be the third between Denmark and Scandinavia and central Europe, and is expected to cost Dkr18bn-Dkr30bn (\$3bn-\$4bn). An 18km road and rail link across the Great Belt, the stretch of water between the islands of Zealand and Funen, is under construction and due for completion in 1998. Two years later the Øresund tunnel and bridge system will connect Denmark directly with southern Sweden.

Danish officials stressed yesterday that it was not certain the third link would be built. "The politicians see the possibility of bringing Scandinavia closer to the continent," said Mr Hans Carl Nielsen, head of planning for the transport ministry. But he added that there would have to be a trade-off between the economic benefits and the potential disruption from higher traffic.

Traffic volumes in the Great Belt connection could suffer slightly if the Fehmarn Belt project goes ahead. "Traffic will turn southwards rather than drive an extra 150km," said Mr Ajs Dam, deputy director of public affairs. The 13-year payback period for the estimated Dkr40bn investment could be extended by a further two to three years if the Fehmarn link is completed.

But forecasts for the 16km Øresund link are rosy. The Dkr30bn road and rail connection will be completed in four years. The consortium building the route forecasts an increase in the amount of traffic as road and rail users take advantage of the shorter travelling time between Sweden and Germany via Denmark.

French state offers a helping hand to struggling businesses

Andrew Jack on a new bank to meet smaller companies' needs

The hopes of France's small and medium-sized businesses will be focused later this year on a spacious office building in suburban Paris. It is there that executives are setting up the Banque de Développement des Petites et Moyennes Entreprises (BDPME), a state-controlled bank whose specific function will be to help solve the sector's many problems.

The initiative, launched formally last month by Mr Alain Juppé, the prime minister, is one of a range of support policies - including tax reductions, attacks on red tape and a freeze on large-scale commercial developments - designed to improve the creation and survival rate of small companies.

The political pressure is intense. President Jacques Chirac, mindful of his rural and small-business constituents, has stirred controversy more than once in recent months with attacks on the way French financial institutions handle their clients. In a television interview last month, he criticised the most powerful bank of all,

the Bank of France, arguing that high domestic interest rates were stifling the ability of businesses to grow.

The government's response to the problem has been to attack a "financing gap" for medium- and long-term finance for smaller companies in precarious financial health.

The BDPME is a repackaging of two existing state-controlled groups: Crédit d'Equipements des PME (CEPME), which provides medium- and long-term loans to small business; and Sofaris, which partially guarantees loans by commercial banks.

Under arrangements to be finalised before the end of the year, the new bank will control both CEPME and Sofaris, with extra funding from a recapitalisation, and a new allocation of FF12bn (\$1.6bn) on top of the existing FF12bn provided by the state-backed tax-exempt Codevi savings scheme offered through French banks.

Some bankers grumble that the two institutions distort competition and cost the taxpayer money. CEPME

made losses of FF256m last year, for example, on top of FF461m in 1994 and FF728m in 1993.

But Mr Jacques-Henri David, head of the CEPME and recently appointed to lead the BDPME, says there will always be a need for a state-backed institution to provide medium- and long-term finance. He points to similar arrangements in other countries such as the US, Canada, Germany and Japan.

He says that even commercial banks make losses on these loans. "The risks are structural. All banks lose money in this market. I don't see how it can be covered apart from with public aid." Making such loans to keep companies in business and help them develop "is cheaper than providing grants for employment or other less productive forms of support", he says.

Mr David concedes that the attacks of small, struggling businesses on bankers denying them finance are not always justified, and that "those who cry stron-

gest are often not viable companies". But he says he intends to use commercial criteria when judging requests for credit, supporting "those which are innovative but have already been created, which have products and technical capacity but can't find the necessary finance".

Mr Juppé stressed last month that there would be a "partnership" between France's commercial banks and the BDPME, rather than an attempt by the latter to undercut interest rates in order to win business.

Details are still being worked out, but Mr David says he would like to see decisions decentralised, with his organisation sharing the financing risk and the management of clients' loans with the commercial banks.

Inspired by the example of US banks, he favours a greater degree of credit-scoring in France: smaller companies presenting greater credit risks would pay higher interest rates. The difference in financing would then be absorbed by a public guarantee fund such as Sofaris.

Italy wonders whether to take pity on Craxi

The ex-premier is sick and wants to come home from exile but faces jail if he does so, writes Robert Graham

Italian politicians and media are weighing the rights and wrongs of taking pity on former Socialist premier Bettino Craxi, one of the nation's leading politicians in the 1980s who later became a symbol of corruption.

The diabetic 68-year-old is making a halting recovery from an operation last week in Tunisia, where he is living in self-imposed exile. It was a fourth operation on his gangrenous left leg in an attempt to avoid amputation.

Initially, his condition was so serious that a specialist was flown from Milan for a second opinion. His lawyers were quick to raise the issue of his return to Italy on humanitarian grounds to receive medical treatment. This has led his supporters and several of his one-time opponents to focus on his plight.

Of all the principal political figures caught up in the corruption scandals since they first broke in 1982, Mr Craxi is the only one who fled the country. He chose to live beyond the reach of Italian justice at his villa in the Tunisian resort of Ham-

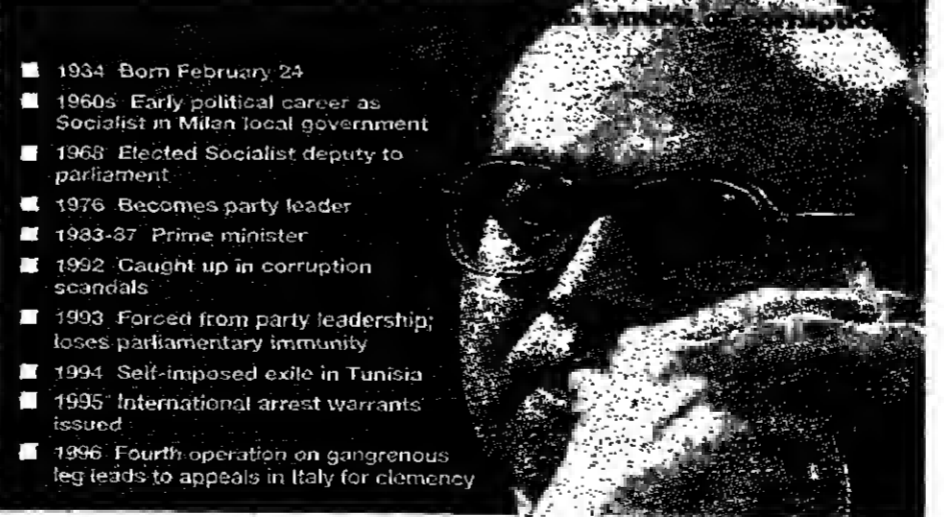
mamet - well protected by the Tunisian government.

If he returns to Italy he would face immediate arrest on a multitude of corruption charges and would find it hard to avoid prison on three sentences already handed out.

But Mr Craxi seems to have snuffed some opportunity in his condition and has granted several interviews from his hospital bed. Previously, he has rarely granted interviews, preferring instead to make wry comments over the telephone and distribute outraged faxes to the media.

"If I return, I'll do so as a free person," he told the Repubblica newspaper in an interview published yesterday. "The arrest warrants issued against me have no justification or legitimacy: they're just a means of persecution because I have become the symbol of evil, the head of all Tangentopoli [the name given to the system of bribes uncovered since 1992], a Mafia-style criminal."

Four international arrest warrants have been issued against Mr Craxi since July 1995 on a string of political



- 1934 Born February 24
- 1960s Early political career as Socialist in Milan local government
- 1968 Elected Socialist deputy to parliament
- 1976 Becomes party leader
- 1983-87 Prime minister
- 1992 Caught up in corruption scandals
- 1993 Forced from party leadership; loses parliamentary immunity
- 1994 Self-imposed exile in Tunisia
- 1995 International arrest warrants issued
- 1996 Fourth operation on gangrenous leg leads to appeals in Italy for clemency

Documents with compromising information have been seized in the Rome offices of Craxi sympathisers and he is widely believed to have extensive dossiers from the intelligence services at his disposal.

He is still being investigated for allegedly trying to blackmail Mr Antonio Di Pietro, the present public works minister, while the latter was a Milan magistrate and investigating him for corruption.

That a talkative Mr Craxi could be an embarrassment is underlined by the fact that no formal request has been made to the Tunisian government for his extradition. A 1972 treaty envisages extradition, though not for corruption and illicit financing of political parties. But the Italian government could put pressure on the Tunisians if it was determined to have him returned, not least because he fled the country illegally and may have made false use of a diplomatic passport.

In these circumstances, it is hard to see how he can return without the Italian government considering the broader issue of the corruption scandals and how to draw a line under the affair, which would involve an element of amnesty for those prosecuted or still under investigation.

More than a quarter of the previous parliament was affected by Tangentopoli corruption investigations, as were a raft of prominent businessmen and government officials.

There is growing pressure to find a solution, and dealing with the case of Mr Craxi, symbol of the corrupt regime, will be the most delicate part.

One interim suggestion put forward yesterday was for him to return to Italy initially for medical treatment as a guest of the Knights of Malta, which enjoys extraterritorial privileges in Italy. But Mr Craxi is probably still seen as a bit too arrogant to be treated so lightly. And he seems ready for a long exile, commenting yesterday: "At least I'm not like Napoleon on St Helena who couldn't see France. From [Tunisia's] Cap Bon I can see Pantelleria [the Italian island nearest the African mainland]."

صلى الله عليه وسلم

NEWS: THE AMERICAS

SEC ready to impose changes on Nasdaq

By Richard Waters in New York

The Securities and Exchange Commission was due yesterday to announce the settlement of a complaint against Nasdaq which would lead to changes in the way the US's second biggest stock market operates.

The regulatory agency was expected to criticise the market severely for failing to do enough to protect the interests of investors in its market, and to discuss rule changes which could make it

easier for small investors to buy and sell at better prices.

The announcement marks the culmination of a two-year investigation into the market, and echoes other regulatory and legal actions that have been brought against it.

The computer-based market, whose biggest stocks include Microsoft and Intel, has been under fire since the publication of an academic study which claimed dealers on its market maintained an artificially large spread

between the prices at which they buy and sell shares. This would in effect boost their own profits while making it more expensive for investors to trade.

The study has also led to a class action lawsuit brought on behalf of investors, and the settlement of an action brought by the Justice Department over whether Nasdaq dealers collude in maintaining artificially high spreads.

The SEC was expected yesterday to recommend tougher enforcement procedures to ensure

Nasdaq improves policing of the way its dealers operate.

The federal agency was also expected to disclose rule changes to force dealers to give small investors as good a deal as they give to big institutional investors.

Mr Paul Schultz, associate professor at Ohio State University and co-author of the critical study that helped prompt the actions, said: "The SEC is moving towards one price for all trades - you will not see different markets for retail and wholesale customers."

Such changes, he said, could include requiring dealers to deal for small investors at the same prices they give to big institutions such as pension funds. It could also lead to small investors' orders being "exposed", or made available to others in the market, before being completed. This would mean more competition for trades, and so ensure investors were getting the best prices.

The dispute over how Nasdaq dealers operate echoes a similar debate in London over the rules

that govern trading on the London Stock Exchange. Like Nasdaq, on which it was modelled, London's Seaq is a quote-driven system relying on dealers who quote prices at which they are prepared to buy and sell shares.

Critics claim that such systems have been run too much in the interests of the dealers, and that technological advances have made it possible to build cheaper computer systems that can circumvent dealers altogether and achieve better prices for investors.

Massad tipped for top Chile post

By Imogen Mark in Santiago

Chile has named Mr Carlos Massad, a respected economist who is also a close friend and associate of President Eduardo Frei, to the vacant seat on the central bank board.

This will make him a frontrunner for the bank's presidency, which has been vacant since Mr Roberto Zahler resigned unexpectedly in June.

Mr Massad is a candidate with impeccable credentials. He is a well-known macro-economic specialist and a former president of the central bank in the 1960s, in the government of President Frei's father.

As health minister in the present government, he has had to handle a difficult area, and in his two years in the job had begun to introduce criteria for efficiency in the public health service.

His age, 63, and prestige could allow him to take the central bank presidency comfortably over the heads of the other four directors.

The government is confident his nomination to the board will be rapidly approved by the Senate. The bank president is appointed directly by the President of the Republic from the five-person board.

However, the right-wing opposition parties said after Mr Massad's nomination was announced, that they would vote against him.

They have been lobbying for a second right-wing candidate on the board. Four of the five directors have been named by the past two centre-left governments, and three of the five are members of the parties in the governing coalition. The fourth is now aligned.

Political links apart, a key issue is whether Mr Massad can defend the bank's autonomy, given his close relationship with the president.

Poor Bolivia leads way on pensions

Every citizen aged 65 and over is set to receive an annual pension of \$200 from next year

By Sally Bowen in La Paz

Every Bolivian aged 65 and over will receive an annual pension of some \$200 from next year, if congress approves a law unveiled by the government this week.

The move would be revolutionary for Latin America, where universal pensions are unheard of.

The pensions, which are to be administered by means of a private pension fund system modelled on that of Chile, will be financed from revenue generated by the "capitalisation" of six state-owned companies.

Four of the six - the state electricity and telephone companies, the airline and the railways - have already been capitalised, Bolivia's home-grown version of privatisation.

In return for a 50 per cent stake in the companies, foreign investors have committed \$836m in new investment. The government intends that the other 50 per cent, held in trust for the state, should provide the start-up capital for the pension funds.

In his state-of-the-nation address this week, President Gonzalo Sanchez de Lozada said the pension fund law would "close the circle of the great structural reforms of

the Bolivian state". He called the initiative the "law of dignity".

Mr Sanchez de Lozada completes three years in power with an impressive list of reforms in what is the South American continent's most impoverished country. His "popular participation" programme has strengthened local municipalities and devolved decision-making, especially in rural areas.

In Latin America universal pensions are virtually unheard of

Great strides have been made, too, in decentralisation. According to Mr Sanchez de Lozada, 75 per cent of national income is now managed directly by local, rather than central, government.

Still in its infancy is the ambitious "multi-ethnic, pluricultural" educational reform which aims to revolutionise traditional rote-learning

methods and give local communities power to monitor the performance of teachers.

Some 6m new schoolbooks in Bolivia's three Indian languages, as well as Spanish, have so far been distributed free to children and more are on the way.

The reforms have provoked vociferous resistance from entrenched groups, including unions and politicians, who have seen their traditional influence wane.

While opposition has generally fizzled out, the president's popularity has taken a severe knock. In his final year in office, he is likely to encounter even stiffer resistance.

If Mr Sanchez de Lozada can push through his pension fund law and the crucial pending capitalisation of oil and gas producer YPF, he will leave the presidency next August a relatively satisfied man.

"A technical analysis will determine whether we have fulfilled our electoral pledge [to create hundreds of thousands of jobs]," he said on Tuesday. "But we can be sure that the measures of change have created the conditions for sustained economic growth in Bolivia and increased employment possibilities."

Dole secures deal on abortion

By Jurek Martin in Washington

Republican moderates have grudgingly accepted a compromise on the divisive issue of abortion designed to avoid a fight on the floor of the US party's convention in San Diego next week.

The agreement, approved by the platform committee on Wednesday night, retains the party's commitment to a constitutional amendment banning the termination of pregnancies, a bottom-line position for social and religious conservatives.

But it will allow the publication of an appendix containing all the resolutions rejected by the committee. Among them are the declaration of tolerance sought by Mr Bob Dole, due to be nominated next week as the Republican presidential candidate, and another statement pushed by moderates emphasising the diversity of party opinion over abortion.

Mr Paul Manafort, Mr Dole's convention manager, expressed relief at the agreement, which came after a strong appeal from Mr Newt Gingrich, the Speaker of the House. "We didn't want to have the abortion issue define the convention," Mr Manafort said.

Governor Pete Wilson of California and Senator



Clinton: riding easy in the polls as Republicans row over abortion

Olympia Snowe of Maine, prominent pro-abortion advocates, also expressed satisfaction and said it would enable Mr Dole to concentrate on economic and other issues in the race against President Bill Clinton.

The magnitude of that task was underlined yesterday with the publication of the latest New York Times/CBS opinion poll.

This found the president ahead by 22 points (56-34) in a straight contest, but by even more if Mr Ross Perot of the Reform party runs, with 58 per cent preferring Mr Clinton, 28 per cent Mr Dole and 10 per cent Mr

Ferot, the 1992 independent candidate.


Mr Wilson also made clear that his acceptance of the compromise was grudging. "Frankly, the best platform plank on the subject would be none," he said in a morning TV interview. "A constitutional amendment will never be enacted, therefore it will never prevent one abortion."

Conservatives, who dominate the platform committee, were more than delighted both with the abortion solution and with the rest of the platform, which will be submitted for approval by the full convention next week. "This is Buchananesque

throughout, more than we ever dreamed of," said Ms Angela "Bay" Buchanan, whose rightwing pundit brother, Pat, remains Mr Dole's only official challenger for the nomination.


Another proposal demands that federal judges assert their opposition to abortion before appointment.

Other platform details assert many of the American First beliefs of Mr Buchanan's campaign, including a ban on US soldiers serving under a foreign commander in any UN military operation and a denial of the right of any international court "to seize, try or punish an American citizen."



GOLDEN RESULTS

Matthias Sammer, one of Germany's most successful soccer players



Euro 96

At the world's second largest soccer event, Germany took the title, wearing exclusively adidas products. EURO 96 also brought about the breakthrough for the latest adidas innovation, the Traxion soccer boot, with its revolutionary outsole.

Centennial Olympic Games

33 Olympic delegations and some 6,000 competitors in virtually all sports disciplines put their trust in adidas products, giving excellent exposure for the brand around the world.

<p>Consolidated net sales (in million DM)</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 33%;">1st half 1995</td> <td style="width: 33%;">1,747</td> <td style="width: 33%;">1996</td> <td style="width: 33%;">2,242</td> </tr> </table> <p>Consolidated net sales grew by close to 30% compared to the previous half-year.</p>	1st half 1995	1,747	1996	2,242	<p>Net income (in million DM)</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 33%;">1st half 1995</td> <td style="width: 33%;">131</td> <td style="width: 33%;">1996</td> <td style="width: 33%;">184</td> </tr> </table> <p>adidas' net income increased by 40% to DM 184 million compared to the first half 96.</p>	1st half 1995	131	1996	184
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For further information please refer to our Half-year Report · adidas AG · Adi-Dassler-Str. 2 · 91074 Herzogenaurach · Phone +49 (0) 91 32 84-21 87 · Fax +49 (0) 91 32 84-31 27

NEWS: INTERNATIONAL

Erbakan's visit to Iran irks US

John Barham analyses the Turkish prime minister's diplomatic balancing act

M Necmettin Erbakan, Turkey's Islamist prime minister, sets off tomorrow for a two-day visit to Tehran...

The European Union was set to lodge a protest with the US last night over its new anti-terrorism law imposing sanctions on foreign companies investing in Iran and Libya...



Turkey in the Turkic, Moslem republics of former Soviet central Asia. Iran has focused on trade and building infrastructure links rather than exporting Islamic revolution...

Nevertheless, Washington and Ankara are both wary of allowing a dispute over Iran to threaten an important relationship. The US values Turkey's geopolitical location at the crossroads of Europe, the Middle East and central Asia.

western rhetoric but said he would still seek to balance Turkey's traditionally pro-western foreign policy by building stronger ties with the Moslem world.

successful market-oriented economies. Clearly, Refah is anxious not to alienate the US too much. Mr Abdullah Gul, his chief foreign policy adviser, said: "The prime minister's [visit to Iran] must definitely not be interpreted as taking a stance against the US."

ity housing complex in Saudi Arabia, only exacerbated irritation with Turkey. Mr Nicholas Burns, State Department spokesman, said: "There are responsibilities in [the US-Turkey] relationship, that Turkey has to the US that are not lightly taken and should not be lightly dismissed."

The South African army is to be deployed in parts of Cape Town today following threats of renewed violence between a militant Moslem organisation and gangs accused of dealing in drugs.

S African army to patrol drug area

By Roger Matthews in Johannesburg

Mr Sydney Mufamadi, minister for safety and security, was forced to seek army help after police failed to intervene during a shoot-out earlier this week between members of People Against Gangsterism and Drugs (Pagad) and those they accuse of organising crime in the Salt River area of the city.

Rand's slide continues

INTERNATIONAL NEWS-DIGEST

The rand continued its slide against the dollar yesterday but later recovered some of its losses as speculation grew of another increase in interest rates.

The Johannesburg Stock Exchange, which will be closed today for a public holiday, predicted a fall from the interest rate speculation, with the all share index falling 59 points, or nearly 1 per cent, to close at 10,022.

Mubarak in Saudi Arabia

Egyptian president Hosni Mubarak made a surprise visit to Saudi Arabia yesterday where he held talks with King Fahd on ways to jump-start the stalled Middle East peace process, officials said.

Mr Assad, backed by Mr Mubarak, rejected the resumption of peace talks with Israel on the basis of first resolving the issue of Lebanon, where Israel and Syria both have troops stationed.

Ruling on Lebanon poll law

Lebanon's Constitutional Council ruled yesterday a controversial new electoral law was unconstitutional, almost certainly delaying the country's second parliamentary election in nearly a quarter-century.

Mr Fawzi Jaffer, spokesman for Pagad, said nothing would stop the campaign to rid the area of drug dealers. "The process has been set in motion and we are determined to see it through. The community will not accept anything less," he said.

Israeli minister quits over police inquiry

By Julian Ozanine in Jerusalem

The fractious coalition government of Mr Benjamin Netanyahu, Israeli prime minister, suffered another setback yesterday as the justice minister resigned in face of a police investigation.

Mr Rafik Hariri, the prime minister and a Sunni Moslem, said the delay would be "for a short and limited period to prepare a new electoral law formula."

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NEWS: WORLD TRADE

US expects to stem decline in tourism

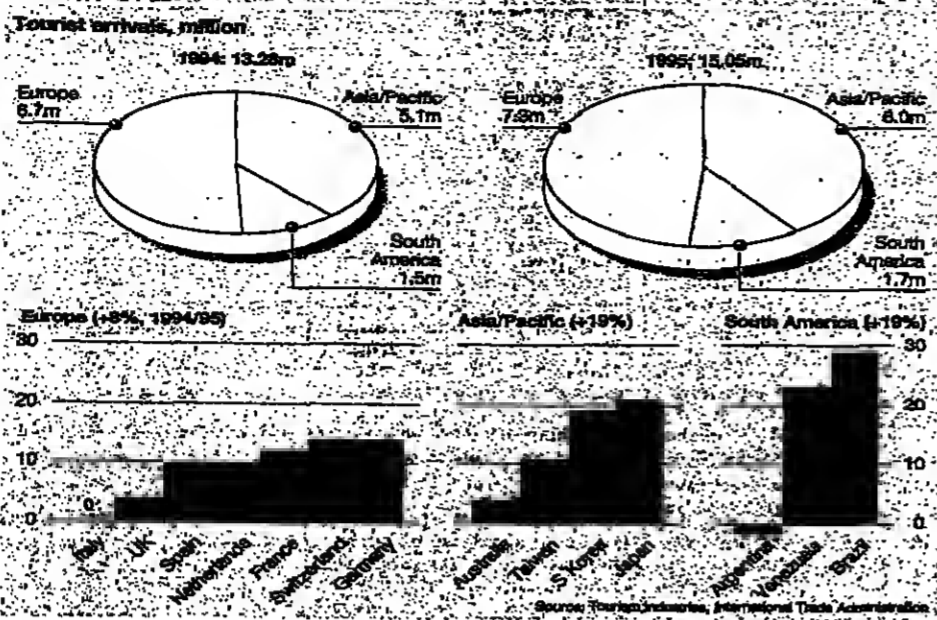
By Nancy Durne
in Washington

Travel to the US is expected to grow by 3 to 4 per cent a year over the next four years compared with a decline of 3 per cent in 1995, according to figures issued by the US Commerce Department.

For several years France has led the world in the number of arrivals from abroad, with the US ranking as number two. Last year France remained at the top of the league but the US was overtaken by Spain, which has surged up the ranks on the back of the successful Barcelona Olympics in 1992 and a big overseas advertising budget. Tourism in the US has suffered from the poor economies in Canada and Mexico, which together have previously accounted for up to 52 per cent of arrivals. The department believes these markets are "recuperating from devastating decreases" in 1994 and 1995.

In addition, Ottawa has a new public-private organisation urging Canadians to spend their holidays at home. This has accompanied a fall in the number of Mex-

Destination USA: Asians and South Americans overtake Europe.



ican travellers, a trend which is expected to continue through 1997.

The department expects steady growth of between 3 and 4 per cent in the number of visitors from Europe; a 9

per cent increase from South American countries, particularly Brazil and Venezuela; and double digit growth from Asia, with notably high increases in the number of travellers from South Korea.

Tourism has been one of the bright spots in the massive US trade deficit. Last year it contributed nearly \$80bn to the US economy, supporting about 1m jobs. However, the industry's

future will rest more with the private sector than in the past.

The budget-cutting Republican Congress abolished the US Travel and Tourism Administration, cutting the staff from 96 to 13. All that remains is an Office of Tourism Industry, designated to work on policy and research. Although the Commerce Department is predicting a record-breaking 48m international arrivals in 1996, it remains concerned about lost market share. This, said Mr Stuart Eisenstat, commerce trade undersecretary, is "a warning sign that could point to fewer arrivals, lower tourism expenditures and a lower trade surplus".

New tourist destinations - such as South Africa, Vietnam and the beaches of Thailand - are already providing a challenge. "Last year's \$19.5bn surplus will decrease in future unless aggressive promotion is undertaken," the department said.

It has initiated a number of programmes with the private sector to support the tourism sector. There is also a Visa Waiver Pilot Pro-

gramme which allows citizens of 23 countries to enter the US as tourists for up to 90 days without applying for visas. The scheme expires at the end of September, but is expected to be renewed for two years. South Korea is a significant target.

About 1m South Korean travellers are expected to visit the US in 1996. The Commerce Department hopes to re-invigorate its Japan 2000 initiative, designed to double tourism between the two countries by the end of the decade. Japanese tourists contributed \$13.1bn of the travel trade surplus in 1995.

The US is providing help to boost tourism in regions recovering from war. On a Croatian business mission, US companies signed more than \$1bn in contracts, including an agreement in principle for a \$5m contract for Network of the US to provide marketing and operational assistance to the Croatian tourism office in the US.

The Trade Policy Council, an inter-agency committee, has been created to co-ordinate federal policies.

WORLD TRADE NEWS DIGEST

Kodak seeks probe of Fuji

Eastman Kodak company has filed a complaint with the Japan Fair Trade Commission, the agency responsible for enforcing Japan's anti-monopoly law, requesting the agency to investigate "anti-competitive" practices by Kodak's main international rival, Fuji of Japan.

Kodak say the evidence it has submitted is only a small part of its argument to support its market access case against the Japanese government. Further evidence supporting this allegation will be taken by Kodak and the US government to the World Trade Organisation, where the two sides will hold consultations before sending the case on to a dispute settlement panel.

It says that Kodak ignored the Japanese market until the 1984 Olympics, and since that time has followed Fuji's lead in the introduction of innovative products such as high resolution colour film and disposable cameras. Fuji also claims that Kodak's small share of the Japanese market - 10 per cent - is exactly equal to Fuji's share of the market in the US.

Deal for China credit group

The People's Insurance (Property) Company of China has arranged its first export credit. The newly-established credit agency will back a \$630m power project in Pakistan in which a Chinese power company will be responsible for the civil works. PICC Property, a subsidiary of China's giant People's Insurance Company, has provided guarantees for \$80m of the financing to be arranged by the Bank of China. Repayment terms are over 10 years with three years' grace.

PICC Property was formed last month in a restructuring of the People's Insurance company. China is becoming more active in providing export credits as its companies seek to compete globally. General Electric of the US and the Harbin Power Engineering company of north China have teamed up to build the 566MW thermal power plant. Harbin Power's share of the contract is worth \$140m.

Vietnam-Macao air accord

Vietnam and the Portuguese colony of Macao have signed an air services agreement, paving the way for regular commercial flights. The Portuguese news agency Lusa said yesterday. Earlier this month it was reported that Pacific Airlines, part-owned by flag-carrier Vietnam Airlines, was planning to start flying a route from the central coastal city of Danang to Macao, with Ho Chi Minh City to Macao also under consideration. Macao, on the South China Sea coast about 60km west of Hong Kong, opened an international airport in December last year. Lusa said Macao would sign an air services agreement with Germany on Sept 5.

\$595m Saudi deal approved

The US Export Import Bank has approved \$595.5m in power export insurance over five years for the sale of power equipment to Saudi Arabia. It is one of the largest policies ever written by the bank and the first time Eximbank has approved a multi-year contract. The policy will cover only two types of political risk - political violence and export and import restrictions. Commercial risks of default are not being insured. The supplier is the General Electric Corporation of Fairfield, Connecticut, contracted to deliver 16 gas turbines, four steam turbines and 20 generators to the Saudi Consolidated Electric Company.

Ansaldo Energia of Italy has won the contract to complete the Daula Peripa hydroelectric power plant in Ecuador, it said yesterday. The contract for the construction of a third 71MW unit was awarded by the Commission for the Development of the Rio Guayas basin. Ansaldo has been involved in the construction of the first two units.

The L1100n (\$73m) project will be financed by Corporation Andina de Fomento and international aid. Ansaldo Energia and Impregilo, which is responsible for civil works, began work on the project in 1995, with completion due in 1998. The Daula Peripa plant will become the second most important in the country providing about 10 per cent of its required energy.

Grand Alliance, which includes P&O Containers of UK, NYK of Japan, NOL of Singapore and Hapag-Lloyd of Germany, has renewed its contract with Malta Freeport for its transhipment activities, reversing an earlier decision to relocate to Gioia Tauro, the new container port in Sicily. The Malta facility, based at Marsaxlokk on the island's south coast, was viewed to be more efficient and better suited to continue handling transhipment business in the Mediterranean.

King Deer vows to rule in cashmere

Tony Walker on the ambitions of a Chinese producer of the so-called 'soft gold'

Mr Lin Xuan, vice-president of the King Deer Cashmere Group in Inner Mongolia, could not be accused of thinking small. "We would like," he says, "to be king of the cashmere suppliers in the world."

The group, established as a township and village enterprise in 1986 with capital of less than \$1,000, is not doing badly in its efforts to straddle the world's cashmere markets.

Indeed, the enterprise is a good example of the speed with which small co-operatively-owned ventures have mushroomed across China, underpinning the country's economic transformation.

In the decade since King Deer was launched, it has increased production of processed cashmere and finished products to 1,300 tonnes, or approximately one-sixth of world output. China produces 5,000 tonnes annually, or more than half the world's cashmere, most of it provided by Inner Mongolia goatherds ranging on the steppes.

Initial modest investment has grown to Yn1.15bn (\$138m) and 6,900 workers are employed. Mr Liu says growth would be even faster if the authorities resolved difficulties over property rights the founders of King Deer are not deemed the owners of the enterprise.

Under China's fuzzy ownership system, the company is regarded as a co-operative controlled by the state, in this case Baotou Municipality in Inner Mongolia.

The authorities are under pressure to clarify the ownership issue.

However, Beijing is having considerable difficulty in arriving at a formula that would on the one hand reward founders of businesses and at the same time



A goatherd tends his animals in China, which produces half the world's cashmere. Photo: Reuters

ensure the state was compensated for its role in assisting in the birth of these enterprises.

Mr Liu does not mince words in criticism of the slow speed at which the property rights question is being resolved. "It's a real problem. You can't avoid it," he says.

"If we don't deal with it, it will stop expansion. We would definitely expand more quickly."

The company's ambitions to secure a stock market listing on one of China's two

stock exchanges are being frustrated, for example, because of uncertainty over the ownership issue.

King Deer's continuing strong performance provides an interesting contrast with that of Erdos, a state-controlled cashmere producer whose shares were listed in Shanghai last year. Erdos, which is less market-oriented than King Deer, has performed indifferently and its share price has languished.

Among factors advanced by Mr Lin for his company's success is that it has teamed

up with Dawson International of the UK, one of the world's leaders in the production of fine cashmere. Dawson brands include Balauryne and Pringle.

Dawson has a 25 per cent interest in the company and is providing technical and marketing assistance. Mr Christian Murphy, China Development Manager for Dawson's, believes that King Deer has considerable potential to improve the quality of its finished garments and processed cashmere which is exported to factories in the UK.

Dawson International is installing its own specially developed "de-hairing" machines in Baotou to bring cashmere fibre for export up to standards demanded in the west. Mr Murphy has no doubt that cashmere's future is assured and expects demand internationally to grow.

"In terms of versatility and style it is an unrivalled product in the hosiery business," he says. "If you want a product that is stylish and warm, it is unbeatable."

Chinese consumers are also becoming significant purchasers of cashmere products.

In the past, demand domestically was almost non-existent but now a growing middle class in China's chilly northern cities is buying more of the "soft gold", as cashmere is known colloquially in China.

King Deer's domestic sales jumped to Yn260m in 1995 from Yn90m the previous year.

"The domestic market is picking up because consumers now have a better understanding of cashmere's qualities," says Mr Liu.

Chinese authorities also appear to be taking a closer interest in China's dominance of the world cashmere business and are seeking ways to increase returns to processors.

The China National Textile Council (CNTC) recently called for a cut in exports of raw cashmere and a boost in production of finished products.

An official of CNTC was quoted as saying that by

shifting emphasis from raw cashmere to cloth and clothing, China would double foreign exchange earnings to about Yn3bn annually.

The official noted that one tonne of raw cashmere sells for less than \$60,000 but cloth made with cashmere could be sold for \$300,000 a tonne.

He also complained about cut-throat competition among producers who were underselling each other on exports, depressing the international market in the process.

Cashmere prices have been on a roller-coaster ride in the past year, with international demand proving sensitive to price increases. The price of a kilogram of "de-haired" cashmere, the third stage of processing which also includes sorting and scouring, has fluctuated between about \$60-\$900 per kg.

China, as the world's largest producer of both raw cashmere and cashmere products, exports 2,000 tonnes of raw cashmere and cashmere yarn. Some 2,000 cashmere enterprises are turning out 4m items using about 6,000 tonnes of cashmere. China imports raw cashmere from places such as Mongolia to supplement its own stocks.

King Deer turns out 1m items of apparel annually. Mr Liu expects it to take another three to five years for the company to be recognised as king of the world's cashmere suppliers. Judging by the speed at which it has travelled in the past decade, such an aim would not seem to be beyond the company's grasp.

Kazakhstan opens third oil producer to foreign investors

By Sander Thoense
in Almaty

Kazakhstan is looking for investors to revive production at one of its largest oil fields just as two similar tenders have run into difficulties.

Ms Maira Nurbayeva, deputy projects director at the Kazakh oil and gas ministry, said three foreign oil companies were considering a bid on the Uzen field, about 150km east of the Caspian Sea, which has estimated recoverable reserves of between 85m and 150m tonnes of crude.

Uzenmunaiqaz, the state company which holds the licence to the field, is the third large Kazakh oil producer opened to foreign investors this year.

But negotiations on two other leading oil producers have hit snags, with talks on the purchase of Yuzhneftegaz stumbling this week and bids on Aktyubinskneft twice facing delays. Bids for Uzen are due on August 31.

"The reserves are big but production is small," said Ms Nurbayeva.

"This field has a lot of problems and requires

rather large investments." Ms Nurbayeva said Uzenmunaiqaz needed at least \$900m in investments to rehabilitate the most promising of the existing 4,000 wells. The

"We have made it clear that companies which have only \$20m to spare should not bother"

World Bank in July approved a \$109m loan to help reverse a sharp decline in production at the field from 16m tonnes in 1976 to 2.7m tonnes in 1995.

The oil ministry has been opposed to the open privatisation tenders held for Yuzhneftegaz and Aktyubinskneft and opted for secret negotiations on Uzen. "We have not decided yet whether we want production-sharing, a joint venture or a partnership," Ms Nurbayeva said.

"But we need serious money. We have made it clear that companies which

have only \$20m to spare should not bother."

Only half of the wells are open, and many have equipment dating since the field was developed in 1955. Uzenmunaiqaz employs 13,000 people.

The oil has a high wax content but is near a pipeline to Russia which promises to offer more room for Kazakh oil following agreement with Yukos, a Russian oil producer.

The tender for Yuzhneftegaz ran into difficulty this week shortly after Hurricane Hydrocarbons, a Canadian company, announced it had agreed on the purchase. Hurricane shares rose 45 per cent after the announcement on Tuesday but Kazakh officials said "serious issues" had yet to be solved.

Mr Bijan-Sepasy, executive vice-president of the US-Kazakh Business Council, said Kazakh officials had suddenly thrown up new obstacles and demanded additional sums. Mr Nazrhan Bygymbetov, deputy chairman of the State Property Committee which issued the tender, denied the committee had demanded additional cash but said the govern-

ment differed with Hurricane on the payment schedule. Hurricane had been outbid by Samson, a US oil producer, but Samson dropped out last month over similar differences.

Exxon and Texaco may bid on the Aktyubinskneft oil production association in north-west Kazakhstan but the bidding deadline has been delayed twice, until Sept 15, to encourage additional bidders.

According to the World Bank, Kazakhstan's oil sector accounts for about 22 per cent of the country's exports and has proven reserves of 2bn tonnes, with good prospects for discovery of at least as much in the Caspian Sea basin. Production has dropped to 17m tonnes in 1995 but the bank predicts production will double before the turn of the century, netting the government \$800m per year.

"The thing that will turn the Kazakh oil industry around in the short run is not a western oil firm drilling new wells, but Kazakh oil companies rehabilitating old fields," said Mr Stephen O'Sullivan, a consultant for MC Securities.

The largest prime development site left in Manhattan is for sale.

The New York Coliseum property is on the market.

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For a copy of the New York Coliseum property Request for Proposals, responses to which are due November 1, 1996, contact:

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Attn: Robert Paley, Director, Real Estate Development
Tel: (212) 878-7049 Fax: (212) 878-0162

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India bids to speed privatisation pace

By Tony Tassell

The Indian government has set up a panel of leading financial experts to advise it on share sales in state-controlled companies in a move which economists say signals an intention to step up its privatisation programme.

But the establishment of the Disinvestment Commission, under the chairmanship of Mr G V Ramakrishna, the former chairman of the Securities and Exchange Board, may be too late to help India meet

its target of Rs50bn (\$1.4bn) in privatisation revenues set in last month's budget.

At the time of the budget many economists described the target as too ambitious, casting doubts on the proposed budget deficit of 5 per cent of gross domestic product.

Mr Ramakrishna, a strategist with Peregrine India, said the new commission suggested the government may be serious about adopting a more "sensible" approach to disinvestment of shares in public sector companies.

Bankers say poor handling of privatisation issues has seen funds raised fall far below target for last four years. In the year to March, the government raised only about Rs3.57bn out of a target of Rs70bn.

However, Mr Iyer said the commission is only likely to take an active role in handling disinvestment issues towards the end of the current financial year. As a result, New Delhi may manage to raise only about half of the privatisation revenues targeted.

The new panel will draw up a 5

to 10 year timetable for the sell-off of government equity in public sector companies, advise on the method and timing of sales, select financial advisers and determine the extent of disinvestment of equity in each company.

However, the director of one leading foreign brokerage in India said the new panel would just be another bureaucratic stumbling block to the sale of shares in state-owned companies.

"They do not really need this panel. They already have enough

competent financial advisers and investment bankers to assist them," he said. "What would be more significant is if they adopted a serious approach to privatisation with the sale of majority stakes in companies rather than the piecemeal disinvestment process at the moment."

The panel will focus on promoting shareholdings by employees and the public. In the past, only domestic and foreign institutional investors have taken part in the partial privatisation issues.

ASIA-PACIFIC NEWS DIGEST

New economy chief in Seoul

South Korea's President Kim Young-sam named a new finance minister yesterday in a reshuffle involving six cabinet ministers. The new finance minister, Mr Han Seung-soo, who will also be the deputy prime minister in charge of the economy, replaced Mr Rha Woong-bee, a reformer who has been pushing for speedier financial liberalisation as Seoul prepares to join the OECD. Mr Rha has been criticised for failing to stop the current account deficit widening. Mr Han was formerly a trade minister. South Korea's industrial output rose 3.6 per cent in June, the lowest growth in 28 months. The current account hit a six-month record deficit of \$3.29bn in the first half of this year, against a \$5.96bn shortfall in the same 1995 period. President Kim named five other new cabinet ministers, including Mr Kang Bong-gyun as information minister.

Taiwan cuts key rates

Taiwan's central bank is cutting key rates to boost a slowing economy, but analysts said rate cuts would do little to boost business. The central bank announced it was cutting the rediscount rate to 5 per cent from 5.25 per cent and the rate on accommodations against secured loans to 5.75 per cent from 6.25 per cent, both effective from today.

"The priority is to keep financial and consumer price stability," the central bank governor, Mr Shen Yuan-dong, said. The island's exports fell 6.8 per cent to \$9.47bn in July from a year earlier.

Australian pensions sale

Australia's federal government will go ahead with selling Commonwealth Funds Management, the government-owned pension fund management group. Mr John Fahey, finance minister, said yesterday a study to determine likely interest in CFM had indicated several "keen" bidders. CFM handles pension fund money worth \$88bn (\$4bn), mainly for public servants. Its main clients include Australia Post and Telstra, the government-owned telecom group.

Australia's jobless rate rose to 8.5 per cent in June (8.3 per cent the previous month), the latest statistic seeming to support the contention the economy is growing only modestly.

New Asian bank mooted

An Asian-based version of the Bank for International Settlements could exist by the year 2000, Mr Bernie Fraser, outgoing Reserve Bank of Australia governor, said in Melbourne yesterday. "I would not be surprised to see it within the next three to five years," he added. The Bank remained keen to encourage the idea. "There's a lot of support within the bank for pressing ahead with the initiative."

Mr Fraser first advocated an institution to act as a forum for co-operation among central banks in the Asia-Pacific region last September. Then, he noted that the Bagel-based Bank had become a main forum for talks between western central bankers. Since then, Asian central bankers had met regularly, with tangible moves towards greater co-operation recently. Mr Fraser has said he will stand down as RBA governor next month, when his seven-year term expires. His replacement has not yet been named.

An Indonesian daughter's burden

When Ms Megawati Sukarnoputri arrives at Jakarta's police headquarters today, her soft-spoken and unassuming manner will not remind her interrogators much of the charismatic, passionate orator who was her father and the founder of independent Indonesia.

But the reason she will be there has everything to do with him.

When less than two weeks ago thousands of people braved the wrath of the Indonesian security forces and tried to resist the government's removal of Ms Megawati's supporters from the official opposition's headquarters, this country with the fastest growing economy in south-east Asia was shaken in a way it had not been for two decades.

Ms Megawati is being called in to explain why.

The answer has much to do with the kind of country Indonesia is today and how many people, who have not benefited as much as they would have liked to from its perennial growth, remember it to have been.

For modern Indonesia is as different from the Indonesia of the late President Sukarno as father is from daughter.

It was Ms Megawati's father who led Indonesia to independence in 1945 after a bloody war against Dutch colonialists. It was this that earned him the title of father of the nation. But his charisma never matched his economic policies.

Indonesia now and then

Modern Indonesia is as different from the late President Sukarno as father is from daughter Megawati Sukarnoputri



"Sukarno's clouded in romanticism," says Ms Dewi Fortuna Anwar, political scientist at the Indonesian Institute of Sciences. "I remember when I was at university I fell in love with his character. It was like reading Che Guevara. Sukarno's nationalism put Indonesia on the world map. If he had not committed the [economic] mistakes he did he would be as great as Gandhi."

Even President Suharto's

"New Order" regime, characterised by authoritarian rule, has not been able to stamp out Sukarno's legacy. Indeed, its legitimacy is still partly founded on the fact that he brought order to the political turmoil that marked the end of the Sukarno years when the founding president depended on the Indonesian Communist party as one of his pillars of support. Under Sukarno inflation was 1,000 per cent a year and interest

on Indonesia's foreign debt exceeded total export revenues.

A year before his downfall, Sukarno was driven to advising a starving population to eat rats to make up for their poor diet, telling the US to "go to hell" with its aid while spending state money on building Soviet-style monuments which still mark the Jakarta skyline today.

In the aftermath of the riots that Ms Megawati is being called in to explain - which featured unprecedented looting and burning of government offices and banks - the military has again put the blame at the door of the communism that so tarnished Sukarno's politics. Communist is a label that chills the Indonesian body politic. In the aftermath of the aborted coup of 1965 that ended Sukarno's rule and brought Suharto to power to "save" Indonesia from communism, between 100,000 and half a million suspected communists were slaughtered.

Conscious of the fact that, despite this, Sukarno's popularity endures, the government - concerned that Ms Megawati may capture the vote of those disaffected with President Suharto's rule at next year's general elections - engineered her removal as leader of the opposition Indonesian Democratic party (PDI) and replaced her with its own candidate.

Mr Suharto's government has been careful not to blame Ms Megawati directly for the riots. If she is victim-

ised further, analysts say, it will only add to her popularity, encouraging Indonesians to draw parallels between her and her father. After all, he died in 1970 under virtual house arrest imposed by Mr Suharto.

Ms Dewi notes that Indonesians who lived during the Sukarno era "have no illusions about him".

"They hate him but admire him." For those born after 1965, however, Sukarno's flamboyance, nationalism and a sense that his rule was free of corruption and collusion is a refreshing antidote to the staidness of the Suharto regime.

"Sukarno is the antithesis of Suharto," said Ms Dewi. "[The younger generation] are bored with Suharto's style. He's a solid figure but not exciting. When Sukarno spoke people would laugh, cry. Nowadays they turn on the television and see boring speeches."

But it goes further than that. There is mass support for Ms Megawati among the poor in the same way that there was for her father.

During her leadership of the PDI she represented the only credible opposition to the government within the establishment. The fact that so many Indonesians have come out to support her is a sign of a widespread desire for political change. And her questioning by the police today - perceived by her supporters as further bullying by the government - will keep tensions simmering.

Japan sees trade surplus fall

Japan's current account surplus fell one quarter in June as structural changes in the economy encouraged imports, but the pace of the shrinkage was not as extreme as the sharp falls of recent months, Renter reports from Tokyo.

The finance ministry said that the current account surplus, the broadest measure of trade in goods and services, shrank 25.5 per cent from a year earlier to ¥72bn (\$2.2bn) in June. The surplus in merchandise trade declined 17.5 per cent from a year ago to ¥53bn, the 18th straight month it has declined on a year-on-year basis. In May, the current account surplus fell by 46.4 per cent year-on-year, with a 41.1 per cent fall in the trade surplus.

The surplus for the first six months of 1996 was ¥71.0bn, a fall of 34.5 per cent from the same period last year. It was the sixth straight decline for the half-year period on a year-on-year basis, and the second smallest surplus for a half-year period since Japan began tracking comparable data in 1985.

The merchandise trade surplus in the same period fell 29.8 per cent from last year to ¥4,400bn, the smallest since 1985.

A continuing increase in the travel deficit - a main component of the services trade balance - helped trim the surplus.

Manuela Saragosa

Sri Lanka may reclaim companies

By Anil Jayasinghe in Colombo

Sri Lanka yesterday introduced legislation to take over privatised state enterprises where new owners have failed to manage the businesses satisfactorily.

The laws are aimed at protecting employees of at least six companies in which the assets had been stripped, forcing the employees out of work, Mr G.L. Peiris, justice minister, said. He said in some cases the government would seek compensation

from the owners if they were found to have sold off the company's assets and made more money than they spent on buying the enterprise.

Mr Peiris said negotiations had started with three of the companies to work out a rescue package to ensure the workers got a fair deal. "This law will be applied only in the event of the main purpose of the enterprise having failed and where workers have been thrown on the road."

The companies concerned had been sold by the previ-

ous government. The present government of President Chandrika Kumaratunga had begun an ambitious privatisation plan and hoped to raise Rs21bn (\$382m) before the end of this year, but had realised just Rs1bn so far. Private analysts said that although the proposed law was aimed at providing relief to workers in the six companies, the move could alarm potential investors because the law could be subject to interpretation.

● Tamil Tiger guerrillas seized nearly \$50m worth of

arms and ammunition, including long-range artillery, when they attacked an army garrison where more than 700 soldiers were killed last month, parliament was told yesterday. Tamil separatists had begun using the weapons taken from the military base at Mullaitivu against government forces, Mr Jayaletth Jayawardena, an opposition MP said. The loss of equipment, which the government did not deny, accounted for about 7 per cent of this year's Rs39bn defence budget.

Hong Kong's Indians face a future without their roots

Mr Kalbir Parmar watches his curries simmer for the last time in the tiny Hong Kong restaurant that bears his name. Next month, he will quit the territory, squeezed by the uncertainties produced by the handover of sovereignty to China next year.

"If there was no 1997, there would be no need to go," he says.

"But we don't know what's coming, what rules will change. So why spend HK\$1m (\$129,000) renovating, when the rules might change again?"

His sentiments are percolating through the territory's 22,000-strong Indian community, specifically among those, estimated by the government at 8,000, who will find themselves stateless after next July.

Born in the crown colony of Hong Kong, and with a history that pre-dates Britain's seizure, they assumed full British rights but now feel they must rely on watered-down British National (Overseas) passports and a verbal assurance that Britain will give shelter to them, along with other ethnic minorities, if they are forced to leave Hong Kong.

Mr Ravi Gidumal, who runs a trading business and is actively lobbying for British passports for ethnic minorities through the Indian Resources Group, says: "We've always assumed our roots were in Hong Kong and that's Brit-

Fears of 1997 are prompting hectic activity within the community, with money moving offshore. Louise Lucas reports

ish Hong Kong. We don't have roots in any other country, to be facing a future without roots makes you indecisive."

They made the decision to stay in Hong Kong and I'm going to make a go of it. But there's always that bit of indecision: should I make that extra investment, pursue that viable business venture, when there's that uncertainty?"

These fears have prompted a flurry of activity: women are shifting their jewellery overseas, often depositing jewels in safety boxes in Singapore, and family businesses are slimming down.

The intention is to leave one member to run the operation and earn money, while the rest make new homes for themselves in India, Britain or America, depending on where they can obtain residency. Funds are increasingly being channelled offshore, often into non-resident Indian accounts.

"A lot of people have moved money offshore over the last few years; whether it's directly related to those who do not have valid citizenship or just general concerns over the future of Hong Kong, I cannot say," says Mr Kishore Sakhrani,

chairman of the Indian Resources Group and himself a money manager.

While assets are being spirited away, it will be harder to erase the imprint of the Indian community, whose earliest merchants, like their British counterparts, engaged in trading opium.

Hong Kong University, the territory's oldest and premier tertiary college, was originally built at the expense of Hormuzjee Naorojee Mody, a Parsee merchant later knighted, whose name lingers on in Kowloon's Mody Road, reflecting his huge investment in Kowloon when it was a virtual wasteland.

In keeping with the tradition set last century, many of those who have arrived from the Indian sub-continent in more recent years, such as the wave arriving following the Indian-Pakistan partition of 1947, have established themselves in trade.

A survey conducted 10 years ago showed Indians controlled 10 per cent of trade; even given today's figures (total trade last year stood at HK\$1,344bn), the Indian Chamber of Commerce says the same proportion still holds true.

All this inspires much confidence among Indians, many of whom are fluent in the local dialect of Cantonese, that their future under Chinese rule will be secured.

"Whoever takes over Hong Kong is not going to be foolish enough to throw these people out; after all, they made Hong Kong what it is today," says Mr Bob Harilala.

He is one of six brothers and one sister who control a sizeable portfolio of hotels, real estate, travel agencies, restaurants and export operations, and whose lavish family celebrations are the stuff of the society pages.

But it is a confidence that is always undercut by uncertainty.

As Mr Parmar boards his aircraft for New Delhi next month, Mr Gidumal will still be musing over the essential conundrum: "Ultimately it comes down to one thing. We are locals today and foreigners tomorrow, and a foreigner's perspective is always different from a local's. I have been told I will be a foreigner in Hong Kong."

Even the wealthy Harilala clan is not without its own concerns. Mr Harilala, like his brothers, has secured a British passport under the selection scheme that offered 50,000 Hong Kong households nationality, but his Hong Kong-born son is not so lucky. "My son only speaks English. He can't go to India, they'd laugh at him," he says.

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سكنا من الاجل

صباحنا من الامم

City urged to speed up plans for Emu

By Gillian Tett and George Graham

London's top investment banks are warning that the City must urgently speed up its preparations for European Monetary Union if it is to keep its competitive edge - whether or not the UK takes part. If action is not taken by the end of this year, the London Investment Banking Association warns in a report to be published today, it may be too late to get the infrastructure in place to handle trading in euro securities by the scheduled start of Emu at the beginning of 1999. "Even if the UK does not

participate in Emu, there are still significant competitive challenges for UK settlement and payment arrangements," the report says. "It is therefore important that the central City facilities anticipate and plan for Emu regardless of the continuing uncertainty over the UK's participation." The Liba committee urges the UK's Chaps system for cash transfers to develop a facility for making payments in euros. "We are not convinced that the euro can simply be treated as an additional foreign currency, accommodated through correspond-

ent banking arrangements, without raising potential competitive implications for the City," Liba says. "Unlike any other foreign currency, the euro would, even as a non-participant, represent the potential - perhaps likely - future currency of the UK." The report warns that such big changes to settlement systems will require at least two years to implement. The report urges the Bank of England to establish an industry consultative group and take the lead in co-ordinating the way securities are redenominated in euros.

The Bank of England yesterday said: "We much welcome this demonstration of the private sector's thinking ahead to the implications of Emu whether the UK is in or out." Mr Matthew Elderfield of Liba said the committee had wanted to convey a sense of urgency. "If we don't start soon it means that we may not be ready in time and it will be very costly - and the people who will suffer will be the smaller players," he said. The Liba report recommends: • the European Monetary Institute must decide quickly on rules for rounding amounts converted into euros. • the Treasury must consult and decide on how to redenominate gilts. • the Crest electronic settlement system must develop intelligent converters to handle share trades. • companies must decide how they will redenominate their bonds. • the stock exchange should consider whether it needs to change its listing rules to allow redenomination into euros.

Credibility Crisis, Page 10

UK NEWS DIGEST

Eurofighter costs increase

The cost to Britain of the four-nation Eurofighter programme has risen by £124m (\$193.4m) in the past year and the fighter aircraft will be a further year late despite efforts to resolve technical difficulties. According to the National Audit Office, the UK's share of Eurofighter development will now cost £4.1bn, which is £1.25bn above the original estimate. The cost to the UK of developing and manufacturing Eurofighter is now likely to be £15.4bn, says the government spending watchdog. The UK's development costs jumped again following a decision by the Ministry of Defence to fit the Eurofighter with cruise missiles and more advanced air-to-air missiles. Delays to production have arisen partly because extra time has been needed to resolve technical problems and because of procurement lags by the four partner governments, Britain, Germany, Italy and Spain. The first aircraft is now likely to be delivered to the Royal Air Force at the end of 2001. *Bernard Gray, London*

NORTHERN IRELAND

Nationalists retaliate on marches

Tension rose in Northern Ireland's second city of Londonderry last night after nationalists announced they would hold weekend marches at the same time as rival Protestant groups in spite of appeals for restraint from churchmen and politicians. Mr Donagh MacNeill, the residents' spokesman, said the march was a way to channel the anger of the nationalist community. The decision followed an order on Wednesday by Sir Patrick Mayhew, Northern Ireland secretary, preventing Apprentice Boys from parading along a section of the city walls overlooking the Roman Catholic Bogside district. In a meeting yesterday with unionist representatives in Belfast Sir Patrick made clear the move had not been determined by a need to redress the balance following nationalist outrage over the last-minute U-turn by the RUC, the Northern Ireland police force, last month allowing the Orange Order to march past a Catholic estate in Fordsadow.

Meanwhile Mackie International, the Belfast-based precision engineering company, yesterday confirmed plans to build a new £13.6m (\$21.2m) foundry in west Belfast. The project is being funded partly with a £4.08m grant from Northern Ireland's Industrial Development Board and by using about half the £5.2m proceeds of the company's recent rights issue. *Financial Times Reporters*

SPORTS BROADCASTING

Five-nations rugby in doubt

The future of the Five Nations international rugby union tournament remains in doubt after representatives of Wales, Ireland, France and Scotland yesterday rejected a compromise proposal from the English Rugby Football Union over the issue of broadcasting rights. Last month England were thrown out of the championship after agreeing to their own £87m (\$135.72m) television deal with British Sky Broadcasting, the satellite broadcaster. Previously the five countries had negotiated the sale of television rights jointly, but England struck its own deal because it wanted a larger share of TV revenues. *Patrick Harverson, London*

INVESTIGATION

Facia chairman's office raided

The Serious Fraud Office has launched an investigation into the transfer of at least £10m (\$15.8m) from the collapsed Facia retail group. Yesterday the SFO and South Yorkshire police raided five premises, including the offices of Mr Stephen Hinchliffe, Facia's former chairman. No arrests were made. The SFO began its investigation on August 1 on the back of a report carried out for KPMG and passed to South Yorkshire police. Investigations centre on interest-free loans provided by Facia to companies owned personally by Mr Hinchliffe. *Financial Times Reporters*

FUND MANAGEMENT

Credit Suisse settles lawsuit

Credit Suisse Asset Management has settled its lawsuit against ten fund managers who defected last year to rival HSBC James Capel. CS had won an injunction barring the ten from approaching former clients, but around 750 clients with portfolios totalling around £250m nevertheless moved to James Capel. The settlement is understood to involve a payment to CS of about £2.5m, equivalent to 1 per cent of the funds involved. That would match the incentive fee CS had alleged the ten fund managers were offered by Capel if they persuaded their customers to follow them - an allegation Capel denied. *George Graham, London*

TAKEOVER LAWYERS

Smaller firms increase work share

Linklaters & Paines, the City of London law firm, has emerged as the leading legal adviser to companies involved in UK public takeovers during the first six months of 1996. Linklaters was ranked first for its role in 10 deals worth £13.17bn (\$20.43bn). Slaughter and May was second with 13 deals worth £11.06bn and Freshfields third with eight deals worth £6.02bn. But the supremacy of these three firms, which have traditionally dominated UK public company takeover work, could soon be under threat from smaller firms, according to Acquisitions Monthly magazine, which ranks law firms by the value of the takeovers in which they acted as advisers. Firms with smaller corporate finance departments are increasingly competing for, and winning, high fee-earning corporate finance work. *Robert Rice, London*

Labour aims to change laws on party funding

By John Kampfner, Chief Political Correspondent

The Labour party has vowed to pass new laws introducing state-funding for political parties in the lifetime of the next parliament if a committee reviewing standards in public life recommends such a move. Giving his clearest commitment yet to a radical change, Mr Robin Cook, the foreign secretary for the opposition Labour party, said Labour would remove the "block" which has prevented the standards committee, chaired by Lord Nolan, looking into the issue before the general election. Plans for a report on the issue were shelved last year after the government made clear it did not want such an investigation at such a sensitive time.

Mr Cook was launching Labour's latest attack on Conservative funding and the ability of the Tories to turn a £19m (\$29.45m) overdraft into a £20m surplus in three years to be used for the election campaign. "The public is entitled to know who is bankrolling the Tory campaign to get their votes," Mr Cook said. Labour would publish details of all donations of

more than £5,000 to its own coffers by the time of its conference in Blackpool at the start of October. Mr Cook set out four reforms proposed by Labour: • every political party must declare the source of all donations over £5,000 • no company shall make a political donation without first balloting shareholders to set up a political fund • any shareholder must have the right to opt out of their share of a political fund • no political party shall accept donations from foreign sources.

The Nolan committee was established by Mr John Major, the prime minister, in October 1992 to look into the probity of political life.

Mr Cook said he did not want to produce a "leaguable" of commitments for a Labour government, but added: "Our own belief is that, properly examined, the case for state funding will be held by the Nolan committee. I hope we would act on this in the lifetime of the next parliament."

Labour believes accusations of "leakage" and secrecy in the way the Tories conduct their business reinforces public perceptions of cash for favours in government.

Blair laughs off MP's criticism

Leader's office says policy differences 'grossly exaggerated'

The Labour party yesterday conducted a skilful damage limitation exercise to stem the latest challenge to the authority of Mr Tony Blair, the party leader. Senior shadow cabinet members said a line had been drawn under criticisms made by Ms Clare Short, the former transport spokeswoman. No disciplinary action would be taken.

Ms Short and Mr Blair's office issued statements denying policy differences and making clear they had been "grossly exaggerated". They carefully skirted around her claim that Mr Blair was guided by "dark forces" who had turned him from "fresh, principled leader into a 'macho man'".

Mr Blair was said to have dismissed the coverage of Ms Short's interview in *The New Statesman* magazine as typical of the "August silly season" when news is usually in short supply. "This will pass the electorate by," said an aide. Mr Robin Cook, the shadow foreign secretary, said: "We are putting an end to this summer hiccup because there is no continuing policy argument. We regard the matter now as closed."

While many MPs had made such criticisms in private, the first to go public was Mr Richard Burden, MP for Birmingham Northfield, who last August denounced what he said was the "autocratic" behaviour of the leader's "kitchen cabinet". Mr Blair rode out the storm and had no difficulty refocusing media attention on other issues. A year on, however, the context is different. The general election is months away and Labour's lead in the opinion polls appears gradually to be declining, although there is considerable inconsistency in the findings. As the tension has increased, so has the level of resentment among Labour MPs over their perceived powerlessness. Last month's shadow cabinet elections reinforced their view. Ms Short's standing rose markedly - to third place - even though her high support was attributed at least in part to a rule



Short shrift: Senior Labour party figures say Clare Short will not face disciplinary action

stipulating that at least four votes must be cast for women candidates. Hours after the polling closed, Mr Blair had demoted her to the overseas development portfolio.

Given her volatile - some would say refreshingly unconstrained - temperament, it seemed inconceivable that Ms Short would not bare her soul in public over the apparent slight. In the past she has tended to follow controversial interventions with statements partially retracting them. Yesterday was no different. Yet it stretches the imagination for her team and Mr Blair's to suggest her remarks were exaggerated especially as *The New Statesman*, where they

appeared, has been refashioned as a loyal but critical voice of New Labour. Furthermore, the hypersensitivity to the media may also be backfiring. A senior Labour official yesterday wrote to BBC executives complaining about coverage of the row. The problems over Mr Short are compounded by the relative fortunes of the two main parties, Labour strategists now await each opinion poll with trepidation. Mr Blair has always made clear that the 80-point to 40-point leads registered in opinion polls last year were unsustainable.

John Kampfner

Editorial comment, Page 11

Competition law reforms could crush cartels

By Robert Rice, Legal Correspondent

The government yesterday signalled a crackdown on cartels from next year with the publication of a draft bill for reform of competition law.

The bill, which is expected to be included in the Queen's Speech, will outlaw price-fixing, market-sharing and bid-rigging cartels.

It will also strengthen the powers of the director-general of fair trading to deal with abuses of market power, such as driving rivals out of the market by predatory pricing.

Companies which enter into anti-competitive agreements face tough fines of up to 10 per cent of UK turnover or a minimum of £250,000. But directors will not automatically be subject to fines as first planned.

The reform of restrictive practices law, which was first promised by the Conservative government in its 1987 election manifesto, will bring the UK's regime into line with European competition rules. Launching the

bill, Mr Ian Lang, the trade and industry secretary, said competition was essential in creating an enterprise economy.

But it "must be underpinned by an effective system of competition law". "Existing competition law is in need of reform," he said.

The draft bill follows very closely the green paper published in March. Responses to that consultation paper showed widespread support from commerce and industry for the introduction of a prohibition of anti-competitive agreements. As a result the government has decided to move straight to a draft bill without publishing a white paper.

However, Mr Lang stressed the bill was "by no means in final shape".

The purpose of publishing it now was to give business and consumers an opportunity to comment on the drafting of the legislation before it was laid before parliament.

Investigation and enforcement of the new law will fall to the director-general of fair trading.

Annual reports reveal FT-SE 100 bosses 'generous' incentives

Directors' pay outstrips inflation

By William Lewis

The earnings of top executives of FT-SE 100 companies increased by more than twice the level of inflation last year, and nearly half of these executives are now entitled to participate in both share option and long-term incentive schemes.

A report published today by Monks Partnership, the executive pay consultancy, discloses that in 1995 the chief executives and full-time chairmen of FT-SE 100 companies received a 7.8 per cent increase in median total earnings - basic salary plus annual cash bonus.

Their median basic salaries increased by 4.5 per cent, less than the 7 per cent

rises for finance directors of FT-SE 100 companies and 7.6 per cent for divisional directors. Inflation in 1995 was 3.5 per cent and in June this year 2.1 per cent.

The Monks report, covering all FT-SE 100 companies, also discloses that 46 companies now allow their directors to participate in a long-term incentive plan (LTIP) as well as a share option scheme. The Greenbury committee's report on executive pay, some of which has been implemented into the stock exchange's rule book, recommended that companies should consider replacing share options with an LTIP, and warned that "total rewards potentially available should not be excessive". However, only 28

companies have scrapped share options for their directors, while 75 companies have, or are about to have, LTIPs. Awards available to directors through LTIPs, if targets are met, range from shares worth more than one year's salary to shares worth less than 25 per cent of salary.

The Monks survey is based on information disclosed in companies' annual reports as at the end of June 1996. Following publication of the Greenbury report in July 1995, companies have been forced to reveal more about directors' pay, enabling Monks to compare the pay of various board posts.

Overall, the median total earnings of full-time chairmen and chief executives

increased to £501,000 last year. The median total earnings of finance directors rose by 7 per cent to £270,000. Divisional directors saw their median total earnings increase by 7.6 per cent to £275,000.

Directors of minerals, oil and gas companies received the largest increase in total earnings last year - 15.1 per cent. Directors of utilities in the FT-SE 100, which have been criticised for their remuneration practices, saw their median total earnings go up by 7.9 per cent.

Monks' report also identifies 14 FT-SE 100 companies which have made some or all of their directors' annual bonuses pensionable, contrary to the Greenbury committee's recommendation.

economy in Seoul

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THE ULTIMATE DRIVING MACHINE

MANAGEMENT

Michael Cassell examines the role of interim managers and what they can offer companies

Troubleshooter for hire



Interim management serious consideration. Freelance Directors points out that the interim manager does not get a pension...

But surely staff morale is not going to be helped with the arrival of a high performer from outside, handed total authority...

"They are usually seen for what they are; somebody who will be around only for a short while and who really poses no longer-term threat to the people they are working with."

"They certainly have to be diplomats but they are not bound up in the sort of office politics which riddles most companies."

So what is the difference between the sort of consultant who has always been called in at a time of corporate crisis and an interim manager?

The answer seems to be that consultants go in to identify problems and make recommendations to their client, although he or she will rarely implement them.

The interim manager goes in to make changes and recommendations have been identified and analysed.

"Interim managers will get their hands dirty and defend their own decisions for the time that they are here. They are one of the team and stand or fall accordingly," adds Foot.

But who are these people, not usually in the first bloom of corporate life, who can afford to stand by and wait for the telephone to ring before being called into a company to do a few months' work?

Not so, says PA Consulting. They are people who like a variety of challenges, who are financially secure, enjoy taking responsibility and are results-oriented.

Foot says the biggest demand for interim managers at present is in the information technology field, which he says should dispose of the myth that they are out of touch with today's company.

As for their age, Foot insists: "They are certainly not played out. They can still offer boundless energy, together with experience, maturity and worldly wisdom. It is often the 35-year-old whizz-kids who know nothing."

TECHNOLOGY

Crop of fears over maize

Alison Maitland on EU concern over a genetically modified food

Ciba, the Swiss-based chemicals group, has run into difficulties winning approval for its genetically modified maize in the European Union because of fears over the potential impact on human health and the environment.

For the first time, a majority of EU member states have objected to a genetically engineered food product.

The maize, which has been approved in the US and Canada, has been genetically altered to resist the European corn borer, a pest which causes millions of dollars worth of damage to crops each year.

But concern has been raised by the UK that the maize could transfer resistance to widely used antibiotics to bacteria living in the guts of animals that eat it.

Other EU member states - believed to include Austria, Sweden and Denmark - have environmental concerns.

Some are worried that killing the pest could create an ecological imbalance. The maize's ability to survive treatment with a herbicide could lead to the spray being used more widely, with environmental consequences.

The European Commission, faced with such opposition, has asked three scientific committees to consider the matter and report back by the end of this month.

The objections came after France signalled approval for the maize under an EU directive which allows the country where a product will initially be marketed to review the manufacturer's assessment of the risks.

The objections were referred to an EU regulatory committee, where for the first time a genetically modified product failed to win approval even by a qualified majority of member states.

Britain said the presence of a gene carrying resistance to beta-lactam antibiotics such as ampicillin posed "an unacceptable risk".

The gene could transfer to the gut bacteria of animals which ate unprocessed maize, and thence to humans. It had no problem with the maize being grown and processed for animal or human food, however, as processing would inactivate the gene.

Antibiotic resistance is a growing problem. "There are not many antibiotics where there is no resistance," says Derek Burke, chairman of the UK government's advisory committee on novel foods and processes, which recommended against approval.

He explains that the modified maize contains two genes that are not native to the plant. The *Bacillus thuringiensis*, or BT, gene makes it resistant to the corn borer. The other confers antibiotic resistance. The latter genes are used quite commonly in genetically modified plants as "markers" to show whether the main gene has been accepted by the plant, because the marker and the main gene are usually taken up together.

But the gene's "promoter", which switches it on and off, allows it to work in bacterial cells - not plant cells, as in the genetically engineered tomato.

It is also constructed in such a way that resistance could multiply rapidly and be more active than in other genetically modified products.

Ciba said the maize was "as safe as maize has ever been". Its findings have been confirmed by the US Environmental Protection Agency, the Food and Drug Administration and the Department of Agriculture.

Under EU law, all member states have to abide by a majority decision in favour of a product, officials say. But if the environment committee fails to vote by the end of August, the Commission could approve the maize, or reformulate its original proposal for approval, adding safeguards.

played a pivotal role in preparations for the proposed demerger of Thorn EMI, on which shareholders will vote next week.

To help cope with the extra demands placed on the company's financial department, Thorn EMI temporarily recruited managing accountant Andrew Emmett via PA Consulting.

Long-term recruitment had been ruled out because of the immediate, short-term nature of the job and the fact that the role would not be required once the demerger was complete.

Emmett joined eight months before the demerger to lead a five-man accountancy team to resolve issues such as inter-company debt with Thorn EMI's tax and treasury personnel. By June, when the company announced the details of the demerger, Emmett's team had all the required financial information prepared ahead of time and within budget.

Stephen Young, Thorn EMI's financial controller, says: "Andrew quickly got up to speed and competently managed the team to meet his objectives. Overall, the demerger process has worked well and Andrew played a key part."

Among other converts is London Electricity, which this year mounted a spring sales campaign under the control of an interim manager, Norrie Taylor, a 49-year-old chemical engineer with

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The company which employs interim managers gets objectivity, reality and truth'

a history of senior management in traditional engineering businesses, was appointed sales director and given responsibility for a team which went on to secure more than £150m of new business.

Gill Golding, general manager of London Electricity's energy retailing group, says: "We needed

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THE PROPERTY MARKET

A downturn develops

Bombay is coming under price pressure, says Tony Tassell

The distortions of the Bombay property market can still provoke disbelief.

The world's highest rents for some of the worst international office space on offer, rental deposits of more than £200,000 (\$307,500) for basic executive flats while long-standing tenants pay peppercorn rents, and thousands of vacant units despite a dire housing shortage are just three anomalies in this perverse market.

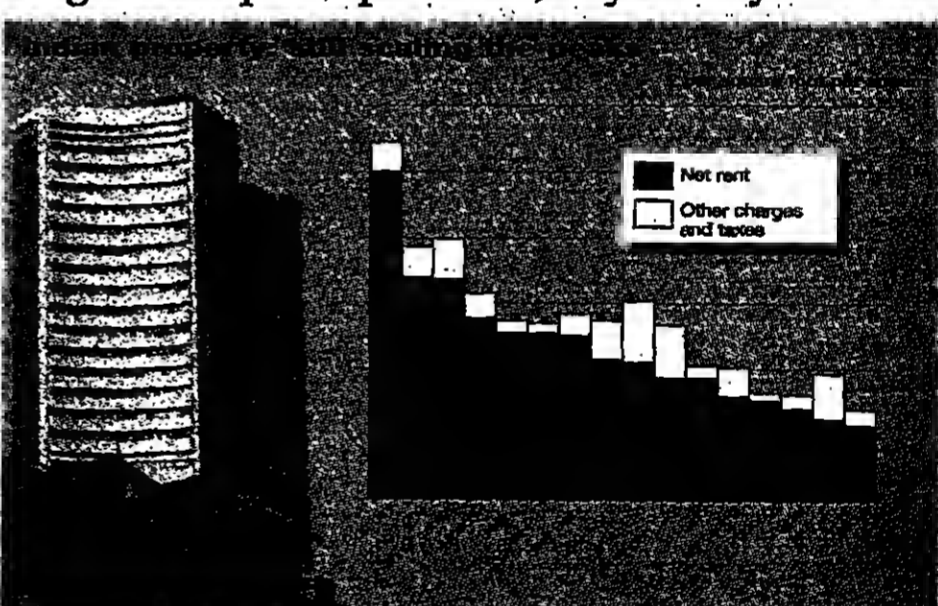
However, there are signs that a long-overdue correction is taking place after a surge in prices and rents since 1990.

Both property values and office rents have come under pressure over the past 12 months. The extent of the downturn is disputed, but most local industry experts estimate quoted prices have dropped by between 20 per cent and 30 per cent from 1995 peaks.

Colliers Jardine, the property adviser, says capital values for commercial properties in Bombay's main business district, Nariman Point, have declined from \$1,055 (Rp5,800) a sq ft in 1995 to \$829 (Rp4,600) in 1996. This compares with average values in 1990 of \$186 (Rp5,800) a sq ft. Rents in Nariman Point also have softened with some local agents estimating that quoted rents have dropped from a range of Rp200 to Rp250 a sq ft to between Rp175 and Rp150 a sq ft.

Unlike downturns in other markets, the fall in Bombay property prices has not been the result of a market imbalance of supply and demand.

With the economy continuing to grow at more than 6 per cent a year and increasing numbers of multinational companies entering the country, demand remains strong. At the same time, supply of developed property remains severely constrained by a morass of zoning controls and socialist-inspired regulations. Bombay must be one of the few financial centres in the world where it is illegal to build even a square inch of new space in the bulk of the inner-metropolitan area.



Local brokers say the fall has reflected a liquidity crunch in the Indian economy over the past year and the fact that price rises had simply become unsustainable. Speculative activity, which drove the market's sharp surge in the early 1990s, has also cooled and shifted to other cities such as Madras and Ahmedabad.

However, future reforms of property regulations could see more fundamental factors push down prices. Mr Deepak Parekh, chairman of Housing Development Finance, the leading Indian financial institution, has warned that expectations of constantly rising Indian real estate prices are "seriously misplaced".

"The real estate crisis in the US and the UK in the late 1980s and in Japan in the early 1990s should provide sufficient warning to speculators and financial institutions that the real estate cycle can be perilously counter-cyclical," he said in HDFC's annual report.

"I strongly feel that we will see a downturn in the real estate market even from its current soft state as land reforms - which are inevitable - get under way and new land begins to emerge in the market place."

How quickly reforms will be carried out in a country

not known for its fleetness is another question.

Mr Michael Thompson, chief executive of Colliers Jardine India, says the reform process is likely to be slow and tortuous and the effects of supply of new land, are more likely to be felt in the medium term.

However, reforms to Bombay's Rent Control Acts could be introduced over the next 12 months, he adds. They make it extremely difficult for landlords to evict tenants or even raise rents.

Tenants who have occupied their accommodation for many years pay token rents. Their landlords thus have virtually no incentive to develop the property. So vast numbers of Bombay properties are crumbling into disrepair.

Mr Thompson says political pressure and vested interests are likely to prevent a complete overhaul of the acts but legislation is being considered by the Maharashtra state government that would scrap the application of them to companies with a paid-up capital larger than Rp10m a year.

In addition, the Indian government is making "positive noises" about reforming the Urban Land Ceiling Act which caps the size

of sites that can be developed by developers.

Mr Franky Vakil, managing director of Knight Frank India, says new legislation in the suburbs of Bombay will also increase the supply of land and developed accommodation.

A new development on the fringe of central Bombay called the Nariman Point complex will be seven times the size of Nariman Point.

In addition, the ageing textile mills which occupy about a third of central Bombay are at last starting to be redeveloped.

However, Mr Bill Ashton, a director of Richard Ellis India, says the extent of the Bombay property downturn may have been overplayed.

"Prices may have come down 20 to 25 per cent from their perceived levels 12 months ago but there were very few transactions done at that level anyway," he says.

Mr Ashton adds that as land reforms are unlikely to increase the supply of developed property in the short-term, property prices may actually firm over the next 12 months.

"There is no question that the market has stabilised but we see no reason to say the bubble has burst," he says.

COMMERCIAL PROPERTY

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UK Business Property. Friday, September 13. Always topical, sometimes controversial the editorial will provide an overview of the UK Commercial Property Market.

INTERNATIONAL ARTS GUIDE. AMSTERDAM, BERLIN, CAPE TOWN. A guide to international arts events and exhibitions.

صوتنا من الاجل

ARTS

Summer music in America: Santa Fe

Emmeline's shortcomings

At the end of the Santa Fe Trail in New Mexico you find Santa Fe hot in daytime, cool at night, in the middle of a flat plain with a mountainous horizon.

now enjoying its 40th summer season. Its founder and impresario John Crosby, who has just turned 70, still conducts an opera each season.

sky's *Persephone*. Berg's *Lulu*, and others by Shostakovich, Britten, Janáček, Nino Rota, Aulis Sallinen, Stephen Oliver, Aribert Reinmann, Siegfried Mattius, von Bose (whose new *Slaughterhouse 5* I reviewed in July) and Menotti.

Cleanly and effectively staged by Francesca Zambello and efficiently conducted by George Manahan, it tells an intriguing story - in Rossini's words, "the Oedipal story from Jocasta's point of view", which she heard from an ancient Maine woman.

later married a younger man from out-of-town. He proved to be her long-lost son. Shock, horror, communal ostracism...

Emmeline's mother: a librettist's contrivance, but otherwise the prevailing tone is gently melancholy and folksy-lyrical in a familiar American mode.

and demands. This production had nevertheless the advantage of a touching, fresh-voiced heroine in Patricia Racette, who made us feel for her plight more than the music by itself might have done.

David Murray

Opera/Richard Fairman

Highs and lows of a serious affair

If all Rossini's serious operas tend to seem the same, it might be helpful to recall that this is the one that looked so good on television last year. The miniature theatre auditorium lined by tiers of boxes creates a splendidly eye-catching set, even tilted at an angle, which must make it perilous for the singers to negotiate.

ham Vick's production is that it releases all these pent-up emotions without resorting to any of the heavy-handed producers' fancies currently fashionable.



Eye-catching Rossini: Anna Caterina Antonacci and Paul Nilon in 'Ermione'

As we see her here, Ermione is a 19th century prima donna, giving the performance of her life. That nicely suits Anna Caterina Antonacci, a beautiful and elegant Italian soprano who radiates star quality. The voice flashes with vivid colours of emotion and it matters less than it might that she employs every trick in the book to get around having to sing the top notes fairly and squarely.

Opera/Martin Hoyle

Resurrection of a heroine

Time was when a distinguished critic could lament in the pages of Opera magazine that most opera-goers thought Rodelinda was the heroine of *Die Fledermaus*. The baroque boom and the reassessment of the treasure-trove that makes up Handel's 40-odd operas have changed all that.

made the mistake of initially looking sheepish; but what started as unintentional comedy blossomed into rich characterisation reminiscent of the late lamented Roy Kinnear.

The Proms

A grand symphonic statement

It is 20 years since Peter Maxwell Davies now Sir Peter, but still known as "Max" unveiled his First Symphony. Back then the label seemed controversial: could it really apply to a non-tonal work, however ambitious in scale?

phony, which reached the Proms on Tuesday after its premiere at his St Magnus Festival in the Orkneys. Now he suggests that the term is fair enough if a work offers room enough for pursuing continuous musical thought at length, sufficiently analogous to what tonal symphonists have done, and the new Sixth fulfils that brief grandly.

Two years ago, his one-movement Fifth Symphony developed in a sequence of short, concise sections, laconic and pungent. The Sixth, in three movements, is more expansive. Evidently Davies is remembering Mahler again. The big Adagio finale

makes that obvious, and so does the second movement, with its echoes of galumphing rustic dances (think of Mahler's Ländler) - not mischievous or parodic, this time, but amiable and sturdy.

excellent idiomatic writing for his instruments, which the Royal Philharmonic delivered with grateful sympathy. Each ensemble of the moment gets the space to expand a lyrical thought at leisure, decorative or declamatory. The only uncertainty I felt at this first hearing was whether moderate tempi are too pre-emptive, given the length of the whole work; but no individual section ran out of breath or overstayed its welcome.

D.M.

INTERNATIONAL ARTS GUIDE. AMSTERDAM: Stedelijk Museum, August Sander exhibition. BERLIN: Kupferstichkabinett, exhibition of works recently added to the museum's collection. LONDON: British Museum, 19th century French drawings. LOS ANGELES: Los Angeles County Museum of Art, Paris in an Ass.

EDINBURGH: Royal Museum of Scotland, Pride and Passion exhibition. LIVERPOOL: Tate Gallery Liverpool, Joan Miró - Printmaker 1933-63 exhibition. MADRID: Museo Nacional Centro de Arte Reina Sofia, Paul Strand exhibition.

LOS ANGELES: Los Angeles County Museum of Art, Paris in an Ass. NEW YORK: Avery Fisher Hall, New York Chamber Symphony with conductor Gerard Schwarz.

MADRID: Museo Nacional Centro de Arte Reina Sofia, Paul Strand exhibition. PARIS: Centre Georges Pompidou, Dessins contemporains du Musée de Bâle. SALZBURG: Grosse Festspielhaus, Camerata Academica Salzburg.

PARIS: Centre Georges Pompidou, Dessins contemporains du Musée de Bâle. SALZBURG: Grosse Festspielhaus, Camerata Academica Salzburg.

SAN FRANCISCO: Museum of Modern Art, Frida Kahlo, Diego Rivera, and Mexican Modernism. WASHINGTON: Arthur M. Sacklar Gallery, Traders and Raiders on China's Northern Frontier.

WORLD SERVICE: BBC for Europe can be received in western Europe on medium wave 648 kHz (463m). EUROPEAN CABLE AND SATELLITE BUSINESS TV. MONDAY TO FRIDAY: NBC/Super Channel, FT Business Morning, European Money Wheel.

A few familiar symptoms

As the Thai central bank moved last week to ward off a run on the baht, the questions were incessant. "Are we heading for a meltdown? Is this like Mexico?" those with exposure to the Thai currency wanted to know.

The short answer is no. Mexico's currency crisis 18 months ago arose quite suddenly after the country lost a large percentage of its foreign currency reserves to a series of political shocks. But the fundamental cause of the crisis was the misguided economic policy pursued for two years that kept the peso overvalued for reasons of political hubris.

Thailand has some similar symptoms but a different disease. The baht has traditionally been undervalued rather than overvalued, out of perceived economic necessity rather than political whim: the promotion of exports is still a priority. Although Thai politicians have so far been unable to implement a much-needed strategy to repair the flaws in the external side of the economy, day-to-day macro-economic management appears to be in capable hands. Basic information on levels of currency reserves, credit expansion and trade balance is readily available.

And barring an unlikely military coup, the only political shock lurking on the horizon in Thailand - a collapse of the government coalition of seven parties - would probably be welcomed by financial markets.

But that does not mean that Thailand's situation is rosy. The Thai economy is like one of those huge Olympic weightlifters of years past: strong but not very healthy - pumped up, in short, with artificial stimulants. For all the differences between Mexico and Thailand, the seeds of a future Thai crisis exist and could easily germinate.

Take the current account deficit, for example. Thailand's is forecast to be 7.8 per cent of gross domestic product this year, exactly the same as that of Mexico in 1994. But Mexico's deficit was driven by consumer goods imports, while 74 per cent of Thailand's imports

Thailand's problems are not as bad as Mexico's, but there are risks, says Ted Bardacke

Thailand: awash in short-term debt



are raw materials or capital goods, both of which are expected to lead to increased exports. The problem is that this expectation is not being fulfilled. In the first six months of this year, exports grew only 6 per cent compared to the same period last year; forecasts for the full year are just as disappointing. Much of Thailand's investment is going into infrastructure and basic industries. These are necessary if high levels of economic growth are to be sustained, but they do not automatically translate into exports.

The debt picture is equally murky. Thailand's debt service ratio of 11 per cent of export earnings is less than half of Mexico's 24 per cent in 1994, but its level of total

foreign debt as a percentage of GDP, 49 per cent, is higher than Mexico's 35 per cent in 1994.

Part of the reason is that, like Mexico, Thailand is increasingly using volatile short-term financing rather than long-term direct investment in industrial plant and businesses to fund its current account. But unlike Mexico, who have many sad experiences with sudden devaluations, Thais are largely unaware of the risk this entails.

While this means that Thais do not share with Mexicans a propensity for engaging in capital flight, some large Thai corporations and most commercial banks are borrowing cheap US dollars overseas for projects that will generate baht

revenue, and many are doing so without purchasing commensurate hedging instruments. A lot of weight is being placed on the single pillar of what is in effect a fixed baht-US dollar exchange rate managed by the Thai authorities.

If the baht is indeed undervalued, it is true that a free-floating baht would probably appreciate after the initial shock wore off. This would eventually make US dollar funding even cheaper in baht terms. But a stronger currency would also damage Thailand's export competitiveness, whereas in Mexico the devaluation has helped spur exports to new heights.

A glaring difference between Mexico and Thailand is on fiscal policy. In 1994 Mexico ran a balanced budget but surreptitiously doled out government subsidies via development banks. Despite increasing government budgets, Thailand will again run its traditional budget surplus of nearly 3 per cent of GDP this year.

The irony is that this budget surplus is partly a function of the Thai government's inability, because of bureaucratic inefficiency, to spend all the money allocated to it by the country's Budget Bureau. When things are going well for the Thai economy, this unintended restraint is a blessing that helps to control inflation. The same government inefficiency now prevents it from designing and implementing a coherent plan to promote export growth and guide Thailand away from uncompetitive low-wage assembly industries to a more diverse and mature economy.

Thailand, perhaps more than Mexico, needs such a plan. If ever a real economic crisis were to hit the country, Thailand would soon discover that it lacks two assets exploited by Mexico to avoid complete meltdown: substantial hard currency earnings from the state-owned oil monopoly, which it was able to mortgage for a quick cash injection; and a neighbouring US government determined to prevent even more turmoil on its southern border.

LETTERS TO THE EDITOR

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Eurofanatic view of spending

From Mr John Townsend MP.
Sir, Further to Geoffrey Howe's article on Emu ("When it's right to resist", August 7), while I would argue very strongly against his views which, when dissected, make it clear he is a Eurofanatic, he makes one statement on public spending which is completely misleading. He says "we never doubted then that control of public-sector spending and borrowing had to come first. It is totally foolish now to suppose, after 17 years of Conservative government and with Britain's public

spending less as a percentage of GDP than anywhere else in the EU, that any easy savings remain to be found." This gives the impression that the government has been tough on spending. The facts are exactly the opposite. In 1979, when the Conservatives came to office, public expenditure was 41% per cent of gross domestic product.

By 1989-90 it had been reduced to 38 per cent. Yet at the end of the last financial year it was back up to 42.4 per cent. That shows since 1979 there has been no

reduction in public expenditure. Although our expenditure is lower than other members in the Union, it is higher than in the US, which has been much more successful in creating jobs, and significantly higher than the growth economies of the Pacific rim.

It seems the Eurofanatics will twist any fact to try and persuade the British nation to surrender its sovereignty to Brussels and Frankfurt.

John Townsend,
House of Commons,
London SW1A 0AA, UK

Dole's tax headache

From Mr Jan-Peter Olters.
Sir, Apart from the debateable mathematics that result from the suspicion of the US economy not being overly close to the downward-sloping portion of the Laffer curve, it is in principle Bob Dole's intent, essential to his tax-cutting proposal, to stimulate the economy beyond its sustainable, non-inflationary and job-producing level that appears most alarming ("Dole outlines \$548bn tax-cutting plan in bid to attract voters", August 8).

In the light of Wall Street's worries about the speed of job creation, which it had repeatedly made known to the equity-holding segment of the US population earlier this year, implementation of Bob Dole's "economic programme" will likely encourage temporary growth beyond potential output, to which level conventional wisdom has seen the US economy approach recently.

Respective of the ideological flavour of one's economic toolbox, the results will be higher rates of inflation and interest, with all the rest of the story unfolding from there. While the scent might tempt and the taste seduce, Bob Dole's campaign cocktail promises a big headache.

Jan-Peter Olters,
102-486 Rue St Helene,
Montreal PQ H2Y 2K7,
Canada

Not a riot

From Mr Glen Plant.
Sir, I was disappointed to see the British pro-democracy demonstrations of May 1998 described by Tony Walker ("China generals pledge to back top leadership", August 2) as "riots". As one who spent several days in or near Tiananmen Square at the time, I can vouch for the complete absence of common lawlessness among both the students and the vast populace who came out to support them, most impressive and inspiring given the withdrawal of the "forces of law and order" from the streets.

Glen Plant,
Barrister,
65 Alexandra Road,
Wimbledon,
London SW19 7LE, UK

Apology comes too late

From Ms Betty Bloom.
Sir, I am writing with regard to your article, "Clock ticks on buried Jewish treasure" (August 3) and in particular with reference to the sentence "last year the Swiss government for the first time apologised for its treatment of Jewish refugees during the war". In September 1943, at the age of 12, I was living in a children's home for Jewish refugees from Nazi Germany in south-western France. As we were in constant danger of deportation, my older sister, who had by then joined the Resistance, arranged for me to be brought to the Swiss border and after several abortive attempts I managed to cross into Switzerland. On arrival in Swiss soil, I was interrogated by

the police as to how and why I had come and subsequently spent six months in various internment camps, without proper food, medical attention, schooling or even a change of underwear.

However, I am one of the lucky ones. Sixteen of my fellow inmates of the home, being aged 15 and over, having successfully crossed the border into safety, were sent back by the Swiss border guards, who were no doubt acting under orders from above, straight into the arms of the Germans, to perish in Auschwitz.

No apology will bring them back to life.

Betty Bloom,
33 Fellows Road,
London NW3 3DX, UK

Rationale for Britannia as re-fitted, dual-purpose yacht

From Mr Bryan C. McGee.
Sir, UK government figures claim that it would cost £17m to extend the life of HM yacht Britannia by five years. A similar amount is being spent on a single transfer fee for the footballer Alan Shearer. We have also seen proposals for a "big police" replacement at an estimated cost of £80m. An

interesting dual-purpose sail training alternative is also proposed. Since Britannia's hull is known to be in pristine condition and her decorative fixtures and fittings in good order, how much would it cost to refit her with state of the art electrical and mechanical equipment to extend her life by, say, 30

years? "Gondola" on Lake Coniston, 100 years old, restored for daily use remains the most sublime sight when in motion. Britannia after 40 years still possesses ageless elegance and remains an icon of Britain at its best.

If the dual-purpose sail training yacht proves impracticable, will there be

an embarrassing and humiliating absence in Sydney harbour in the year 2000 for the Millennium Olympic Games?

Bryan C. McGee,
Blackbrook House,
Blackbrook,
Chapel on Le Fritth,
SK12 6PU, UK

FT Conference, London, 12 & 13 December 1996

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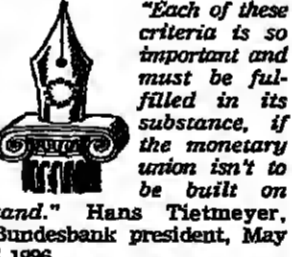
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Europa - Philipp Hildebrand

Emu's credibility crisis

Political will for early monetary union is pointless if it goes against economic logic



"Each of these criteria is so important and must be fulfilled in its substance, if the monetary union isn't to be built on sand." Hans Tietmeyer, Bundesbank president, May 4 1995.

Financial markets have largely accepted the idea that European monetary union will go ahead on January 1 1999. Traders and financial analysts have been convinced not by economics but by political will.

On October 26 last year, President Jacques Chirac of France set the stage. He gave his commitment to economic and monetary union and the fiscal rigour necessary to meet the convergence criteria set in the Maastricht treaty of a budget deficit no greater than 3 per cent of gross domestic product. Subsequently, he stood by his prime minister during strikes against welfare reforms aimed at reducing the deficit.

Last December's Madrid summit agreed on "euro" as the name for Europe's future currency, and thereby increased the political momentum behind Emu. Finally, Mr Helmut Kohl, the German chancellor, and his vision of Emu emerged victorious from the German state elections in March. More important, the opposition suffered a severe blow with its "delay Emu" stance.

These events promoted a remarkable stability in the currency and fixed income markets. This has remained largely the case until recent market turbulence led to a sudden appreciation of the D-Mark. Policymakers and market participants would be well advised to view this volatility as a warning that optimism about the convergence process in Europe could once again be undermined.



Making a commitment: Helmut Kohl and Jacques Chirac

1999 is based on optimism about European growth and the feasibility of a post-Emu stability pact. Alternatively, the markets believe the political momentum is enough to reduce the Maastricht convergence criteria to little more than general reference points.

As far as European growth is concerned, it is too early to make a definitive judgment. For the time being, one can construct scenarios in which Germany and France meet the Maastricht fiscal criteria by the end of next year. Monetary authorities in both countries have been accommodating and might well provide further monetary stimulus. However, there are those who warn that with further fiscal tightening in the pipeline, Europe's economies are subject to such deflationary pressures that only an extreme monetary shock could generate the kind of growth leap necessary to achieve the Maastricht fiscal targets.

The emphasis is thus on the scope for interpretation of the Maastricht criteria. The treaty undoubtedly allows for some leeway, but will it be enough? Market

negotiations made only limited progress on the political front. The intergovernmental conference was meant to change that. So far, there are few signs of progress. Mr Kohl's enthusiasm for compromise on Emu will be limited without any progress on broader political issues such as European enlargement.

Finally, and perhaps most important, Europe's central bankers - under the leadership of the Bundesbank - will have a word to say about what constitutes a sustainable monetary union even if they are excluded from the final decision about the timing and composition of Emu.

Mr Tietmeyer has made clear he is willing to defend the criteria even to the extent of offering a lone dissenting opinion from that of the rest of the European Monetary Institute council if its convergence report is not in line with his thinking.

Ultimately, the 1999 Emu start date is contingent on European growth or, at the very least, on a stability pact with credible enforcement capabilities. Without progress on at least one of those two fronts, at the very latest by the end of this year, a strong tide of economic logic will come up against the present politically motivated Emu timetable.

A credible, limited delay of Emu will not inevitably lead to market turmoil. On the contrary, it would provide Europe with a greater chance of genuine economic convergence and the prospect of a broader European monetary union early in the next century.

Contrary to the opinions of many bond traders, policymakers are not slaves to the financial markets. They can lead and guide markets, provided they exert the right leadership at the right time. Should they fail to ignore the growing credibility gap between the convergence criteria and the 1999 timetable, Europe's policy elite risks renewed currency turmoil - and potentially undermines the objective of an economically sound monetary union as the keystone to a unified Europe.

The author is an investment strategist with Moore Capital Management in London.

Russia: is to be

Labour's

Rank ou

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Car trip into the unknown

Mercedes-Benz is staking its reputation on broadening its range to include smaller, less conventional cars, says Haig Simonian

FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL
Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700
Friday August 9 1996

Russia: what is to be done

Mr Boris Yeltsin's inauguration as Russian president later today will be a historic moment for the country, and source of justified relief worldwide. For the first time since becoming a sovereign nation, Russians will get to see the winner of a democratic election sworn in as their leader. What is more - as far as many in the west are concerned - the right man won.

It has been difficult not to become more up-beat about Russia's economic future since Mr Yeltsin's re-election. Important risks, however, remain. The clearest, of course, must be the state of the new president's health. His death would trigger an early election and a hard-fought battle for succession which would be highly destabilising and might not necessarily go the reformers' way.

Even if Mr Yeltsin - or someone sharing his aims - survives in office, there are tough challenges ahead if Russia is to achieve a long-term recovery. The four key ingredients for long-term growth will be to maintain low inflation; achieve budgetary control (including sweeping tax reform); lay the legal and regulatory frameworks for competitive markets; and, last, integrate Russia fully into the global economy. The election result did not ensure that all of these would be achieved.

As far as day-to-day macro-economic stability is concerned, there are reasons to be cheerful. The full cabinet will not be known for a week or more. But the signs are that the key economic and financial posts will be taken by people committed to preserving the newly acquired economic stability. More broadly, popular support

for low inflation will make it difficult for opposing forces in the Duma to challenge the new macroeconomic orthodoxy.

Yet they have a far greater capacity to delay detailed tax and regulatory reforms or subvert them to individual, non-reformist, ends. There are now some highly committed professionals involved in the writing and implementing of these types of reforms. Yet, even where the right rules are in place, it will take political will at the heart of the government to bring them to life. This would not seem to be a job for a man now said by sides to be suffering from "colossal tiredness".

The final challenge - of making sure that Russia is open to international capital and competition - overlaps with the other three. Given an ageing population and severe fiscal constraints, Russia will need foreign capital for the foreseeable future for investment and rapid growth. Though Mr Yeltsin's resort to a border tax last week to boost government revenues worried many, few doubt the new government's commitment to keeping Russia's borders open.

But achieving the benefits of openness will take more than an absence of visible trade barriers. One can argue for free trade while still favouring continued exclusion of foreign investors from the domestic treasury bill market, and any number of subtle rules and subsidies aimed at supporting "national champions". The elections were fought on the "big picture" of whether Russia could proceed in its transition to a market economy. The challenge of the next few years will be finding the details to match.

Labour's heels

As Harry Truman, Boris Yeltsin, Jacques Chirac, John Major and others could testify, it is possible to win an election when everyone has been predicting defeat. For four years Britain's Conservatives have been written off as inevitable losers, but write-offs can recover. The Tories' score in the opinion polls has edged up from the late 20 per cent; it may be crossing the 30 per cent mark. This is behind where they ought to be if they are to beat the statistical odds in a contest due within the next 10 months. Yet, as Mr Major demonstrated in April 1992, precedent and polls can mislead.

The economic news favours the prime minister's party. House prices are firmer. Real disposable incomes are rising. Slowly but perceptibly, confidence in the government's management of the economy is returning. Such circumstances favour incumbents. If the Conservatives were not at one another's throats over Britain's place within the European Union they might by now be treading on Labour's heels.

While the Tories squabble, the conventional wisdom still holds. The election in Labour's favour is probably on the long road to victory. It could be diverted, to the short road to defeat.

opposition at a comparable stage of the game. Mr Tony Blair, its leader, has done well. He has embraced the market economy and much other Conservative thinking besides. New Labour promises continuity to an essentially conservative electorate. It offers a new management to run familiar policies. The question is, can it be trusted?

Voters who are aware of the criticisms made by Clare Short this week may have their doubts. A disappointed member of Mr Blair's shadow cabinet, Ms Short called for more principle, less public relations. There should be less modifying everything Labour stands for, she says. She described Mr Blair's advisers as "the people who live in the dark". Her interview in the *New Statesman* may be a cry of frustration at New Labour's election strategy. It is nevertheless revealing.

It could be a summer distraction, or it could do more lasting damage. Either way, the import of what has happened in the past few weeks is plain. It is no longer possible to assume that nothing can stop Labour from winning next time. The party is probably on the long road to victory. It could be diverted, to the short road to defeat.

Rank outsider

Rank Organisation's decision in principle to sell its remaining stake in Rank Xerox looks suspiciously like part of a trend. Like last year's \$7.7bn sale by Seagram of its 23 per cent stake in DuPont, it illustrates the pressures on managers to perform. Just as peripheral businesses must be jettisoned these days, so must sources of income which managements do not control.

For once, the impetus does not come from the financial institutions. Indeed, yesterday's sharp drop in the Rank share price suggests shareholders are a little disconcerted. The pressure is more internal. No self-respecting manager - especially one fresh to the business, like Rank's chief executive - wants to rely on profits from a passive holding, nor does it help when those profits have a tendency to outpace those of the managed business.

In this context, a passive holding is not the same thing as a minority stake. The latter may be defined as part of current strategy, aimed at cementing an alliance, for instance, or establishing control. History, they often represent an embarrassingly successful seedcorn investment which has come to

overshadow its owner. Typically, too, they are the legacy of the previous management - Rank bought into Xerox 40 years ago - which the latest incumbents prefer to discard.

This may not be a simple matter of managerial ego. A source of earnings which is not controlled cannot be relied upon either. And if managers have identified what they believe is a business opportunity - in Seagram's case, the purchase of the entertainment group MCA - it can be galling to be stuck with a large and marketable asset which contributes little to income.

A belief in opportunity, after all, is something without which the good manager cannot function. A bird in the hand may be worth two in the bush; but if every manager believed that, capitalism could never flourish.

Then again, proverbs have their uses. In the early 1980s the UK sportswear manufacturer Pentland Industries paid a nominal sum for a stake in Reebok, the fast-growing sports shoe maker. Ten years later it sold the stake for \$700m, in the belief the money could be better deployed elsewhere. That stake would be worth \$900m today. Pentland itself, proceeds and all, is worth two-thirds of that.

It is a familiar scene. A limousine draws up; a flunky jumps out; a door opens and a highwing emerges. Although the locations may differ, the vehicle is likely to be the same - a Mercedes-Benz.

Germany's leading prestige carmaker has become an icon for executive transport. In spite of strenuous efforts by rivals such as BMW and Jaguar to catch up, no other car conveys quite the same aura of success and the three-pointed star on its bonnet.

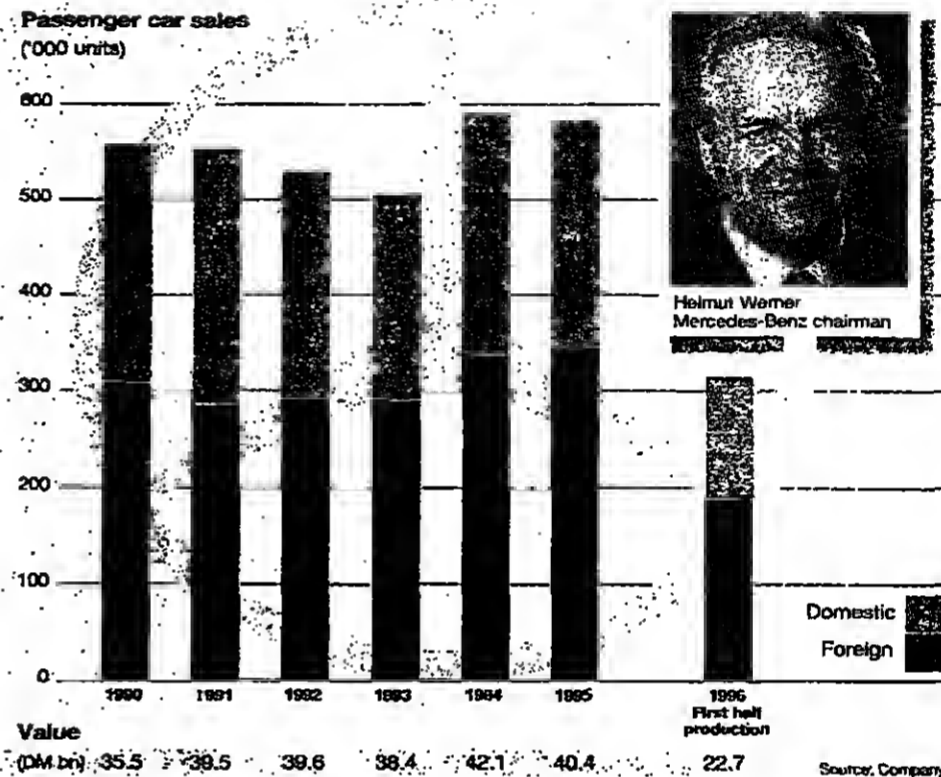
But the world market for executive transport is limited, even allowing for the rising affluence sweeping Asia and south America. Under Mr Helmut Werner, its chairman since 1993, Mercedes-Benz has decided the only way to raise sales beyond the 500,000 to 600,000 a year at which they have been languishing is to diversify into smaller, cheaper cars.

Smaller vehicles inevitably mean lower margins. To ensure its new cars are profitable as well as prestigious, Mercedes-Benz's diversification is being combined with a shift in production away from high-cost Germany to new plants in untried locations, such as Brazil, the US and China.

Mr Werner believes the new models will broaden Mercedes-Benz's customer base and lower its costs without compromising its exclusive image. He cites the 190 - the mid-sized "Baby Benz" of 1992 - which provoked fears it would ruin the company's reputation. Instead, the car, renamed the C Class, now accounts for more than 43 per cent of output. If the new models succeed, Mr Werner could do for Mercedes-Benz in 2000 what one of his predecessors as chairman, Mr Werner Niefer, did with the 190 15 years earlier. But if they fail, Mr Werner risks going down as the man who sacrificed Mercedes-Benz's customer base and lower margins for a slightly larger coupé, the CLK.

But the real revolution will not come until the second half of next year. Mercedes-Benz will unveil the first of two much smaller and less conventional vehicles. The first, the new A Class, is a five-door hatchback about the size of a Ford Fiesta but which the company claims is as roomy as a much bigger car by placing the engine partly under the passenger cabin.

The second small car, the Smart, will come a year later. It promises to be even more innovative. Developed by Micro Compact Car (MCC), a 51 per cent Mercedes-Benz controlled joint venture with Switzerland's SMH watches group (best known for the Swatch), the new car will be a diminutive two-seater for urban use. The Smart will be one of the smallest passenger vehicles on the road and come with a choice of petrol, diesel, electric



and even hybrid engines.

Mr Werner argues that Mercedes-Benz has to diversify to broaden its narrow customer base. "You have to keep growing or profits will be eroded. Otherwise you end up in the same corner as Rolls-Royce," he says.

Speed is of the essence. Even its traditional customers are being poached as other carmakers move upmarket. In Germany alone, Mercedes-Benz has been challenged by BMW and, increasingly, Volkswagen's Audi brand. Jaguar has gained new muscle after being bought by Ford. And Japan's Toyota and Nissan have poured resources into Lexus and Infiniti, their respective luxury car brands.

Diversification will also bring economies of scale. Many industry analysts argue a carmaker needs to build about 1m vehicles a year to generate the cash flow to fund spiralling research and development costs, let alone the rising bill for marketing and distribution in an increasingly crowded marketplace.

Mercedes-Benz's new models should raise output to about 1.1m cars a year by 2000.

Mr Werner's strategy of broadening the range is closely interlinked with his other priority: lowering costs. Mercedes-Benz's workers are among the best-paid in Germany. Apart from high hourly pay rates, they also enjoy a variety of fringe benefits. Until now, such benefits tended to be overlooked as the profit margins on the company's limousines were fat enough to cover its corporate largesse. But competition has driven down margins on big cars, while profits on the small cars will be much thinner.

Such pressures have prompted a twin-track drive to reduce costs by building more cars abroad and to improve productivity on those models still made in Germany. Lower wage, social security and other burdens mean the Smart will cost DM5500 (\$219) less to build per unit at its new factory in France than at an equivalent site in Germany. For much the same reasons, the M Class will be made at a greenfield location in Alabama, while the V Class will be made in Spain and a derivative of it in China.



Helmut Werner, Mercedes-Benz chairman

The threat of foreign production has also been used as leverage to extract concessions from Mercedes-Benz's German workers. The decision to build the A Class at Rastatt, in southern Germany, came only after unions agreed to greater flexibility. In case their efforts are scuppered by a resurgent D-Mark - or by future militancy - the car will also be produced in Brazil.

Expanding the model range and moving production abroad may look like textbook answers to Mercedes-Benz's problems. But not all Mr Werner's colleagues in the motor industry agree.

Their uncertainty focuses on three main factors: the effects of diversification on Mercedes-Benz's image; the technical and financial challenge of undertaking so many new projects at once; and whether Mercedes-Benz has the marketing know-how required to convince people to buy its new small (but still relatively dear) cars without damaging demand for its larger models.

Marketing will pose the greatest test. The A Class is expected to cost 10-15 per cent more than popular compact hatchbacks such as the VW Golf against which it will compete. "They have to create a new niche for premium-priced compact vehicles," says the analyst.

"I don't doubt they will find some customers for a premium priced small car," states the head of one of Europe's foremost manufacturers of smaller vehicles. "The question is how many will they be able to sell, compared with their forecasts. Selling 200,000 A Class cars a year sounds a lot to me."

That task will be even more daunting for the Smart, which will also be built at the rate of 200,000 a year. The miniature vehicle will cost a DM15,000 to DM20,000, yet only have room for two. "There is no guarantee people want a car like this. It is a huge risk," says the analyst.

"The question is, is it worth it? Why risk DM750m building the Smart if the profit per unit will be little more than what you can make on the metallic paint option for a big S Class car?" asks the chief executive of one of Mercedes-Benz's closest German rivals. The decision is "incomprehensible", he believes.

Mr Werner admits margins on the A Class will be lower than on Mercedes-Benz's larger vehicles but says they are perfectly acceptable. The risk from the Smart, meanwhile, is mitigated by the fact that it is being handled by Micro Compact Car, rather than by Mercedes-Benz directly. That, he implies, will distract the parent company in case of a flop.

In the end, Mercedes-Benz's biggest challenge will be to convince buyers its new small cars are value for money. In a break with industry practice, where new models are normally kept wraps until the very last moment, Mercedes-Benz recently embarked on a DM12m publicity blitz for the A Class - more than 18 months before its launch. In advertisements, it emphasises the new car will be as safe and solid as a traditional Mercedes-Benz, in spite of its compactness. With so much riding on its new models, Mr Werner will be hoping readers do not equate size with value.

OBSERVER

Full mango alert

Airline customers can do with all the reassurance they can get, these days. So it is good to know that Boeing is working hard to fix a problem causing false fire alarms in its new 777 jet.

It seems the alarm system of the new wide-bodied jet is so sensitive that vapours from tropical fruit in the cargo hold will set off the "optical smoke sensors". Fumes from a consignment of mangoes forced an Emirates airline to make an emergency landing in Cyprus on a flight from the Middle East to London.

Boeing, which is working to find a solution that will "not compromise the safety of the airplane while at the same time allowing the customers to carry perishable cargo," said the problem was worst in hot countries.

So if an emergency diversion is being announced as you read this, do give it a moment before you plan how you will address the hijackers and start eating your passport.

Very creative note
A case of taking metaphors too far? The latest edition of *Strategy & Business*, a quarterly

journal published by Booz Allen & Hamilton, the consultants, has some ambitious thoughts about unlocking the managerial spirit within us all.

One of the leading articles proclaims: "It is not enough to say that leadership in today's turbulent corporate environment is an art. Our research shows that managers can become better leaders if they literally take up the artist's pencil and the post's pen."

The piece, creatively penned by David M. North, program manager for creativity at the Center for Creative Leadership in Greensboro, North Carolina, advocates the development of "esthetic competencies" such as "noticing". This, it tells us, "is about paying close attention to various textures, facets and meanings, at deeper and deeper levels".

In one case study, it hoists, as participants "drew abstract pictures of their situation, and told metaphorical stories and shared their dreams about it, they were able to reframe the issue to embrace previously unperceived sources of the... problem".

And the potential is unlimited, it seems. "By tapping into... an individual's deeper concerns... with metaphors and the other tools of the artist, managers can release not just their own creative powers but also the creativity of their teams. And if

enough of them do that, the whole company will change."

Chianti carp

It may not be top of his list of concerns, but Tony Blair had better watch his drinking habits. The holiday party leader, who has taken his family off to this year's fashionable spot for New Labour, Tuscany, stands accused of drinking less-than-fine wines.

The first swipe came from Michael Heseltine, the deputy prime minister, who derided Blair's Chianti-drinking Islington set. Yesterday, a pugacious BBC radio reporter suggested Blair would be "weeping into his frascato" over the attacks on his leadership style by Clare Short. Asked to confirm the allegations, an official in Blair's office would say only: "Neither I nor the boss drinks lambrusco".

Second sight

Granny Vanga, who is 85 and blind, has fallen seriously ill. Since August 3, she has been holed up in intensive care in Sofia's hospital for the ruling elite, an establishment to which she has been admitted doubtless by virtue of her being Bulgaria's most senior clairvoyant.

Her pronouncements have

taken on enormous importance for many citizens as they make the uncomfortable adjustments to post-communist society.

Her health problems have left her junior colleagues in a state of turmoil. "The illness of our greatest seer is having a bad influence on dozens of fortune-tellers," one clairvoyant told a local newspaper. "Many of them have been feeling unwell and sense that their powers are being drained". Well, at least they ought to know how long she has got.

Planets apart

It didn't take American political humourists long to make the connection between a certain meteorite and next week's Republican convention in California.

Bob Neumann, one of the wittier Democrats (his car bumper sticker reads "Dole IS 99") summed it up: "It's been a great news week. We've learned there was life on Mars but there is none in San Diego."

Republicans weren't slow on the uptake either. The line from Nelson Wartfield, Bob Dole's press secretary, was that: "If there is life on Mars, it may not be very much different from life here on earth. After all, you probably can't find anybody on Mars who trusts Bill Clinton either."

50 years ago
Hongkong and Shanghai Banking Corporation
The ordinary general meeting of the Hongkong and Shanghai Banking Corporation was held in Hongkong, the chairman, the Honourable Mr. A. Morse presiding. He said in his statement: "As Japan collapsed only in August, 1945, the trade of any importance in the Far East could have been expected by the end of the year with which our accounts deal. However, in India our business remained satisfactory and we continued to extend our connections with Indian merchants. In the countries of South-East Asia the clock of progress has been set back four years by Japanese depredations and the disorganisations of the war."

Subsidies in France
Paris, 8th August. After the battle for higher salaries and wages a new struggle is going on in respect of State subsidies. Rumours that the Finance Minister, Mr. Robert Schuman, might resign if his demands in this connection were not met were circulating here, but seem to be exaggerated. With the elections two months ahead, the Ministers representing the three big parties have given way to practically all demands put forward by private employers, workers and civil servants. A sharp rise in family allowances has also been granted.

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LEGAL DEFINITIONS
NOVATION n. A total lack of cheating or clipping (see England v. Switzerland Euro '96) 2 contract whereby a creditor at the request of the debtor agrees to take another person as debtor in place of the original debtor. SEE ALSO: A MAN; S&P (p4 0171-248 4262)
Rovce & Maw
LAWYERS FOR BUSINESS

Two Australians face jail after river spill Manila prosecutes mill chiefs over 'toxic' leak

By Edward Luce in Manila

The Philippine government yesterday launched criminal prosecutions against three mining executives for alleged recklessness in allowing a copper mill to leak what is claimed to be toxic waste into a river.

The accused - two Australians and a Filipino - are senior executives at Marcopper, which at the time of the spillage this year was 40 per cent owned by Fluor Dome, a Canadian mine company. They are Mr John Losey, chief executive, Mr John Reid, resident manager and Mr Pedro Hernandez, senior manager at the site on Marinduque Island south of Manila.

The prosecution is the first time foreign mining executives have faced imprisonment in the Philippines for breaching environmental regulations.

It is the latest in a series of

moves by the Philippine government to toughen its environmental protection policies. It follows a decision on Wednesday to refuse an environmental licence for a \$500m cement plant north of Manila, which was to be jointly owned by Marubeni of Japan and Trunex of Taiwan.

Marcopper, which denies the waste was toxic, intends to resume operations after a \$10m drive to clean the affected Boac river. Both the Australians worked for Fluor Dome before the company withdrew its Marcopper stake following the accident.

The Philippine government, which last year opened up the country's gold and copper-rich mining sector to 100 per cent foreign ownership, has recently embarked on a campaign to strengthen implementation of local environmental laws in mining and other industrial sectors.

The passage of all but two of the 69 foreign applications for mining exploration rights submitted in the last 12 months has been delayed by strong lobbying from environmental groups.

The government, which has lowered excise taxes on mineral exports and extended tax breaks to mining companies, says it plans to alter regulations to require mining companies to set aside up to 10 per cent of their capital costs for environmental cleaning.

The Philippine mining industry, which during its heyday in the early 1980s contributed over 20 per cent of the country's export earnings, fell into a slump in the late 1980s because of falling metal prices and controversy over severe environmental degradation. Mr Victor Ramos, environment secretary, sacked several environmental officials after the Marcopper leakage.

Battle for Grozny sparks row in Moscow

By John Thornhill in Moscow

A ferocious counter-offensive launched yesterday by Russian troops against hundreds of Chechen separatist fighters who had infiltrated Grozny, the devastated regional capital, left scores of casualties on its streets.

The renewed conflict in the troubled southern Russian region has sparked bitter recriminations in Moscow on the eve of President Boris Yeltsin's inauguration, with opposition politicians and the media lambasting the government for failing to maintain a pre-election ceasefire.

As the latest outbreak of fighting in Grozny entered its third day, Russian forces claimed to have repulsed the Chechen forces from the centre of the city after pounding their positions from the air. But Chechen forces disputed the claim and kept up a fierce barrage of Russian positions.

The Interfax news agency reported that 70 Russian servicemen had been killed. The number of Chechen casualties is not known but it is reported that dozens of civilians have been caught in the crossfire.

Mr Gennady Zyuganov, the Communist party leader and defeated presidential candidate, criticised security services for failing to prevent Chechen rebels from infiltrating Grozny, but held Mr Yeltsin ultimately responsible.

"My impression is that both Chechen separatists and federal troops in Grozny are told what to do by somebody in the Moscow Kremlin," he said.

Russia's newspapers attacked the authorities for callousness.

Komsomolskaya Pravda, one of the most vocal pro-Yeltsin newspapers before the elections, slammed the government for an alleged disregard for human life.

It said: "Pity the poor mothers of soldiers and officers when they hear 'twenty killed, 100 wounded'. Our authorities have such zinc-hearted indifference because they know that zinc coffins will not be carried to their homes."

Other newspapers have compared the raid to the Tet offensive in south Vietnam in 1968 which exposed the hollowness of US claims to control the country. The Novoe Vremya journal argued Mr Yeltsin could no longer shift the blame for the conflict on to a circle of "evil advisers".

"The responsibility for the blood and destruction in Chechnya cannot be blamed on the mythical party of war rumpus in the Kremlin's collar but lies with the head of state," it said.

Editorial Comment, Page 11

Argentina paralysed by strike over economic policy

By David Pilling in Buenos Aires

A 24-hour general strike brought Argentina to near standstill yesterday as police clashed with marchers protesting against an economic policy they blame for recession and record unemployment.

In Buenos Aires, buses, trains and most domestic flights were suspended, schools were shut and hospitals offered only emergency services.

Argentina's second city of Córdoba, where the local government declared a day off, was paralysed, while other important cities, such as Rosario and Santa Fé, were also virtually shut down. Some supermarkets closed in Santa Fé after leaflets were distributed encouraging those who needed food to loot.

The strike, organised with the unusual co-operation of pro-government and independent unions, was called in protest at measures to cut family allowances and tax luncheon

and supermarket vouchers, widely used as a wage supplement. The protest broadened into a repudiation of the government's economic policies.

"The government has to recognise that we are facing a situation of hyper-unemployment and misery," said Mr Gerardo Martínez, head of the CGT union, which has close ties to the governing Peronist party.

Unions are demanding a "social truce", involving the suspension of job cuts in the private and public sector, as well as policies to jump-start the depressed economy.

The country's economic plan, which pegs the peso at parity with the dollar, ended hyperinflation in 1991 and brought four years of rapid growth. However, it is widely blamed for last year's 4.4 per cent decline in gross domestic product and an unemployment rate of 17 per cent.

Mr Roque Fernández, newly appointed economy minister, said the strike would not weaken his resolve to deepen

economic reforms and push through spending cuts and tax rises to close the widening deficit. Unemployment could only be tackled by reducing the cost of labour, he said.

Mr Fernández, whose room to manoeuvre will largely be determined by the political backing he wins from parliament, received a boost from legislators yesterday. The Senate approved a bill for the sale of 59 airports, while the lower house voted for privatising the nuclear industry.

Many of yesterday's clashes occurred after the government ordered police to prevent demonstrators setting up communal soup pots - a traditional part of industrial protests - in public squares throughout Buenos Aires. Several union representatives were arrested.

Opposition politicians, including Mr Fernando de la Rúa, the newly elected mayor of Buenos Aires, defended the strikers' right to distribute food, saying he would take the matter up with Mr Carlos Corach, the interior minister.

Nokia shares rise on recovery hopes

Continued from Page 1

FM178.50, up FM17.40 from the day's opening price.

In Stockholm, the rebound prompted a rise in shares in Sweden's Ericsson, the world's biggest mobile telephone infrastructure supplier, which reports interim results next week. Its most-traded B share

rose SKR3.50 to close at SKR141.

The mobile phones division, Nokia's biggest unit, posted a 30 per cent increase in sales in the second quarter from FM3.76bn to FM4.9bn, a much faster rate of growth than in the first quarter.

The telecommunications division, which makes infrastructure equipment, achieved

a 30 per cent sales growth in the first half from FM4.6bn to FM6bn.

Mr Ollila said growth in the US mobile markets remained slow but that demand was healthy in Europe and very strong in the Asia/Pacific region, which he said would overtake the US as the world's biggest market by 1998.

THE LEX COLUMN

ABB's capital delivery

ABB is never less than impressive. Despite slowing markets in western Europe, still 86 per cent of sales, the Swiss-Swedish engineering group increased pre-tax profits by 17 per cent in the first half. Since its formation in 1988, ABB has cut costs ruthlessly in Europe and shifted production and marketing abroad, particularly to Asia. On both counts it is miles ahead of rivals like Siemens and Alcatel. ABB has just won the lion's share of a \$20bn (212.8m) power project in Malaysia, while productivity gains have kept margins steady at 9 per cent - nearly twice those at Siemens.

Of course ABB will not be able wholly to escape the European downturn, which it was one of the first to predict. Last year's second half also included a \$22m one-off payment from Daimler-Benz as the two groups merged their rail and transportation activities. So growth for the full year will be slower. But ABB sees scope for further big savings at Adtranz, the new transport joint venture, and in power generation equipment.

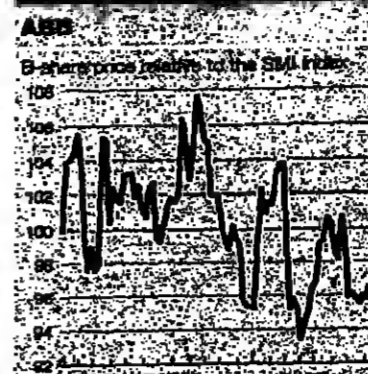
With strong management, robust finances and a good spread of businesses ABB looks attractive. The question is whether to invest in the group's Swiss or Swedish shares. Yesterday's capital reduction by the Swiss holding company, which pays back cash anachronistically left sitting on its balance sheet, shows that ABB remains determined to unify its share structure. Though that will take time, the Swedish shares, at an 18 per cent discount to the Swiss ones, are worth buying.

Reed Elsevier

Reed Elsevier is doing bristlingly well. Revenue growth of 5 per cent in the first half was hardly sparkling. But earnings rose by 11 per cent, despite 4 per cent dilution from last year's sale of its regional newspapers. The group is also spending heavily to launch more online products, which already account for 17 per cent of turnover. As these costs moderate, Reed Elsevier should be able to tickle up margins from an already healthy 26 per cent. And there are signs of acceleration at Lexis-Nexis, the US legal publisher, where margins have doubled to 20 per cent and sales growth is now in double figures.

Those benign prospects are more than reflected in a share price which trades at a 40 per cent price/earnings premium to the market

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do with the £1.5bn of capital that Rank could comfortably spend, after selling Rank Xerox and several peripheral businesses. Indeed, the restructuring makes it hard for Rank to pay Rank Xerox proceeds back to shareholders tax-efficiently, thereby increasing the pressure on the management to spend it.

Nonetheless, Rank's three most attractive businesses - Hard Rock cafés, multi-leisure centres and bingo halls - will absorb a lot of cash; and given the low dividend yield on the Rank Xerox stake, it should not be too hard to make earnings-enhancing acquisitions. At the current price, Mr Teare should be given the benefit of the doubt.

United/Refuge

If apprentice corporate financiers want to learn how to ruin the presentation of a perfectly sensible deal, they should study yesterday's merger of United Friendly with Refuge Group. The announcement was unnecessarily combined with startling new embedded value figures, sending the share prices haywire and creating the misleading impression that the deal was disastrous for Refuge. Moreover the managements, though presenting a cost-cutting story, proved unable to say how much cost they planned to cut, or what proportion of the benefit would flow to shareholders rather than policyholders.

The deal leaves a sour taste in other ways too. The new company's overloaded board - it is to have a non-executive chairman, deputy chairman and vice-chairman - suggests the merger is perhaps rather too united and friendly. So does the absurdly generous treatment of United's small group of voting shareholders, who will get four times as many shares as the rest. Last time non-voting shares changed hands, it was at only a 50 per cent, not 300 per cent, premium to the non-voting share price.

All that said, there is sound commercial logic to the plan: given the overlap between the companies, cost savings should be plentiful. But only a little may dribble back to shareholders. And in any case cost-cutting will not solve the fundamental problem: the companies' total dependence on a lousy market - house-to-house insurance sales. Although the share prices should be helped by a formidable dividend flow, they already imply a premium to embedded value for the merged company. They look no bargain.

Rank

Mr Andrew Teare, Rank's new chief executive, must feel jinxed. In the six years since he took the helm at English China Clays, his shares have fallen 50 per cent against the market. And yesterday, his attempt to wipe Rank's messy slate clean and offer a new strategic vision was greeted with a 6 per cent drop in Rank's shares.

This seems unfair. Mr Teare has offered a sensible, if cautious, approach towards cleaning out Rank's confused portfolio. The problem is that after throwing out numerous skeletons - such as favourable accounting of the Rank Xerox stake, and generous book values for ageing bingo halls - Rank's base earnings and asset values have fallen sharply. Increased transparency is clearly desirable, but there is a cost. Moreover, the clever restructuring of Rank to enable a tax-free disposal of its \$900m Rank Xerox stake has a flip side - namely, what is Mr Teare going to

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FT WEATHER GUIDE

Europe today
Most of western Europe will be fair with temperatures around 25C. The Mediterranean will have sunny spells with maximum temperatures between 30C-35C over Spain, Italy, Greece and Turkey. The UK, Denmark and south-western Scandinavia will have cloudy periods with showers and isolated thunder storms. Thunder storms will also develop over the Alps and the Black Sea. Sweden and Finland will be fair with maximum temperatures around 25C. Eastern Europe and Russia will have cloud with afternoon temperatures between 18 and 21C. Northern Africa will be hot and sunny with temperatures exceeding 40C.

Five-day forecast
Cooler air will approach from the west on Saturday, accompanied by thunder storms and periods of rain over western Europe. The storms will be especially heavy over the Alps and the Pyrenees.

TODAY'S TEMPERATURES
Situation at 12 GMT. Temperatures maximum for day. Forecasts by Meteo Consult of the Netherlands

Maximum	Beijing	cloudy 32	Cairo	fair 32	Fero	fair 27	Madrid	clear 33	Rangoon	rain 28
Minimum	Cebu	showers 17	Caracas	showers 20	Frankfurt	fair 27	Mexico	clear 30	Riyadh	cloudy 18
	Saitama	fair 23	Casablanca	sun 26	Geneva	showers 27	Manila	clear 33	Rome	clear 32
	Accra	fair 27	Chicago	sun 28	Glasgow	showers 18	Marseille	cloudy 30	S. Francisco	sun 28
	Algiers	fair 31	Colonia	fair 28	Hamburg	showers 33	Medan	showers 14	Seoul	fair 31
	Amsterdam	fair 24	Dallas	thund 35	Helsinki	sun 24	Mexico City	cloudy 20	Singapore	cloudy 32
	Athens	fair 33	Delhi	cloudy 35	Hong Kong	cloudy 30	Miami	fair 22	Stockholm	fair 23
	Atlanta	thund 31	Dubai	sun 40	Houston	thund 27	Montreal	showers 26	Strasbourg	fair 27
	B. Aires	fair 28	Dublin	cloudy 22	Istanbul	thund 27	Moscow	fair 17	Taipei	sun 28
	B. Havn	thund 22	Osaka	sun 25	Jakarta	fair 32	Munich	cloudy 24	Tel Aviv	sun 33
	Bangkok	thund 28	Qingdao	cloudy 22	Jersey	fair 18	Nairobi	fair 28	Tokyo	cloudy 29
	Barcelona	clear 27	Shanghai	sun 35	Kuala Lumpur	fair 28	Naples	fair 31	Toronto	fair 25
			Cape Town	cloudy 16	London	cloudy 19	Nicosia	clear 35	Vancouver	sun 24
					Luxembourg	fair 23	Oahu	showers 21	Venice	fair 26
					Lyon	fair 24	Paris	fair 27	Wellington	thund 28
					Madrid	fair 25	Prague	cloudy 22	Zurich	cloudy 24

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RECRUITMENT

The contribution of individuals needs to be recognised, says Richard Donkin

Why teams still need heroes

Instead of spending a few days on the beach or in the garden I helped supervise a group of 11- and 12-year-olds on a school trip to the Yorkshire Dales last week. Among the aims were improving communications and team work. The concept of team work seemed simple to the group. One boy taking notes of weather measurements as his friends called out the readings told them he was not going to let them copy them from him afterwards. They could get their own notebooks. It was explained to him that the work had been apportioned into various tasks, that reading measurements was as useful as writing them down. But he was not convinced. He was being expected to ignore his classroom experience where he was encouraged to compete. No wonder he rebelled. Some universities, such as the University of Manchester Institute of Science and Technology (Umist), are beginning to include practical team projects in degree work, assessing individuals within the team. Even this, however, inevitably focuses on the individual.

Teams work best when individuality is channelled towards supporting the greater good. The football centre forward of unimpressive ability who lays on a pass for his better-placed team mate to score is a true team player. But some players know only how to score goals. They might not come back to help in defence, or tackle well, but does this matter if they possess that magical ability of putting it in the net time after time? Are they not equally desirable if they can deliver results? Society continues to venerate personal achievement. People demand heroes; they expect a "man of the match". So there would seem to be a need to accommodate rather than suppress individuality in the team environment. While Neil Armstrong, for example, was the first man on the moon, and he and those who put him there know the team effort that

took to make it possible. Now companies have caught the teamwork bug because they have seen how it can improve performance. Some employees, such as Royal Mail, are finding that it takes more than simply switching to team systems, to win employees over. Some are insulted at the assumption they have not previously worked as a team member. For example, a team leader in a large public company told me: "I need to be the forerunner. Now I am the team leader. I'm supposed to get involved in helping and encouraging the team members to do a good job. I did that previously as a forerunner but nobody seemed to notice". The typical chief executive of an FT-100 company is a 55-year-old man who was appointed at the age of 49 as an internal promotion. He has typically had at least one non-executive directorship, and is likely to have an accounting or finance background. He is unlikely to have worked in more than two different industries or overseas. He joined his first quoted company at the age of 28 and has had nine different positions in his career.

The highly qualified international super-manager is still rare in top UK companies, yet Marx believes he will become less rare in future. She says the younger generation is moving more rapidly among companies and seeking managing directorships at an earlier age. She says she is astonished that most top executives still lack international experience. This should not be too surprising given the influence of internal politicking on careers. An executive returning from an overseas posting can find it very difficult to readjust to the head office hierarchy. The study does not look at the, arguably increasing, influence of management consultancy experience in recruitment to top corporate positions. The leading consultancies are now attracting some of the most able graduates who see them as important stepping stones in a senior management career.

How many companies, I wonder, would value a PhD student more highly than a graduate with three years' experience at a well-known consultancy. Revenues for headhunters worldwide for last year were \$4.4bn (£2.9bn), up 10 per cent on the previous year's total, according to Executive Recruiter News, a US publication. The largest international search businesses, however, had growth averaging 19 per cent, down on the 24 per cent of 1994. Tom Rodenhauer, ERN's managing editor, believes the rapid growth of search in recent years is going to be increasingly difficult to maintain. Korn/Ferry, Heidrick & Struggles, Spencer Stuart and Russell Reynolds continue to dominate US revenues, although Egon Zehnder is fourth in the

Retained search practices: the top 10. Table with columns: Firm, 1995 world revenues, One-year growth, Number of executives recruited, 1995 revenue per executive. Includes firms like Heidrick & Struggles, Egon Zehnder International, Arrop International, Ward Howell International, Norman Broadbent International.

HEAD OF RISK MANAGEMENT. and control of the risks relating to all major financial instruments, counterparties, and credit, as well as operational risks in the areas of dealing, custody, and settlement. A major global investment management group, which is recognised as a market leader and is renowned for the highest standards of excellence, is seeking to recruit a Head of Risk Management. At Assistant Director level, you will report through the Finance Director to the Group Audit Committee. The role is a new one and will cover all aspects of the identification, evaluation

Market Economists. Our client is part of one of the largest banking and financial services organisations in the world. Their reputation, which is reflected by continued growth and profitability, is based on providing a wide range of products and a first class service to their global client base. Part of this service is the provision of top quality economic and market research within the bond and currency markets. The Economics team, which is based in London, wishes to recruit two Economists to join this highly successful unit. European Economist. The role will involve the analysis and forecasting of trends across several European economies with emphasis on the bond and currency markets. Candidates should be high calibre graduates with at least four years relevant experience gained in a capital markets environment. Junior UK Economist. This is a rare opportunity for a young Economist with one/two years experience who wishes to develop their career within a first class team. Candidates are likely to be Economics graduates or post graduates who are intellectually able and quick witted. It will be important to be motivated and be able to cope with the pressure of a trading environment. To apply for the position of European Economist, please forward a detailed c.v. and covering letter showing reference 147. To apply for the position of Junior UK Economist, please forward a detailed c.v. with covering letter showing reference 148. In both cases applications will be forwarded directly and exclusively to this client. Please ensure that any organisations to whom details should not be sent are clearly shown in your covering letter. ASL Search and Selection. City address: 2 London Wall Buildings, London EC2M 5PP. Telephone: (44) 1732 741855 Facsimile: (44) 1732 741499

MARKETING AND SALES SUPPORT EXECUTIVE. Rothschild Asset Management Ltd in London is the largest of the Rothschild Group Asset Management companies worldwide which collectively manage over US\$7 billion on behalf of a wide range of institutional and private clients in the UK and overseas. We are seeking to recruit an individual to join our Institutional Sales and Marketing Department to provide support for our activities in the UK and in a number of overseas markets. The successful candidate will join a small team of sales and marketing professionals and will focus on producing effective submissions and RFP's in response to requests from consultants and prospective clients. This area of work is expected to expand significantly and will involve close liaison with our overseas offices. You will be able to demonstrate the ability to understand and convey, in written form, the strength of Rothschild Asset Management Ltd's organisation, its investment philosophy and process to a diverse market place. You are likely to be a graduate with at least two years experience of the investment management industry gained with an investment consultant or manager. You will also: Possess strong written and oral communication skills. Be numerate, preferably with an understanding of performance measurement and associated statistical techniques. Be confident and able to liaise with colleagues at all levels of the company in the UK and overseas. The successful candidate will join a small, dynamic and successful team. Success in the role will lead to good prospects for career development. The position carries an attractive package with excellent banking benefits. Please send your full curriculum vitae (including details of current remuneration) in the strictest confidence to Sara Morris, Personnel Manager, Rothschild Asset Management Limited, Five Arrows House, St. Swinburn Lane, London SE21 8NR.

Business Guru for Software Co. Explosively energetic business person (with mgt/acc quals) sought for new software Co. (as shareholder) to join R&D team in creating revolutionary business software (for world-wide market). J Friedman 01582 696911. APPOINTMENTS WANTED. FINANCIAL CONTROLLER/ GLOBAL AUDIT MANAGER (45). Heavyweight financial professional with a proven track record of many years varied world business experience (banking, services & utility industries), Swiss & Irish working Citizens & French. He used to travelling constantly from his own office in Zurich or would consider relocating. He desires a permanent or contract position in finance or internal audit. Write to Box A567, Financial Times, One Southwark Bridge, London SE1 9HL.

Financial Lawyer (m/f). The EIB, the financing institution of the European Union, is currently seeking for appointment to its Legal Directorate at its headquarters in Luxembourg a. A career in the heart of Europe. Duties: Working within a specialised unit handling the legal aspects of the Bank's financial activities, he/she will be required to provide legal assistance to the Finance Directorate. As well as assuming advisory, research and support responsibilities in the financial field (in respect of borrowings, public issues, derivatives, etc.), he/she will maintain relations with national authorities and other financial institutions. Qualifications: Degree in Law, preferably specialised in banking and financial law (i.e. with a bias towards legal matters other than those solely falling within the scope of Common Law/US Law). Proven operational experience in a similar legal position within a bank, financial institution or firm of lawyers involving a hands-on approach to capital markets (including those of the European Union) and to related financial instruments. Familiarity with EDP tools and ability to work under pressure. Languages: Excellent command of English or French and sound grasp of the other. Knowledge of German would be an advantage. The EIB offers attractive terms of employment and salary with a wide range of welfare benefits. Applications from female candidates would be particularly welcome. Applicants, who must be nationals of a member country of the European Union, are invited to send their curriculum vitae, together with a letter and photograph, quoting the appropriate reference, to: EUROPEAN INVESTMENT BANK Recruitment Division (Ref.: JU 9620) L-2950 LUXEMBOURG. Fax: +352 4379 2545. Applications will be treated in the strictest confidence and will not be returned.

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The Federation for projects connected to the International HUMANA People to People movement seeks: Child Aid Program managers, Vocational school headmasters, 2nd managers building projects, Headmaster Street Kid Schools and others. The activities are in the rural areas in Zimbabwe, Angola, Zambia and Mozambique. Responsibilities: economy, planning, expansion and daily running of the activity. The applicant must have experience from similar work, and experience from work in Africa is an advantage. Application with full C.V. must be sent to: Headquarters c/o DAPP P.O. Box 4667, Harare, Zimbabwe.

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Reporting to Director level, you will champion the development of interest-rate products within LIFFE. Liaising directly with the senior management of major international financial institutions, you will lead the product development team and drive new ideas from initial research to final implementation. Entrepreneurial in approach with excellent conceptual, strategic and project management skills, you will need both experience and in-depth understanding of interest-rate products. Ref: M/IPD.

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United Nations Children's Fund
The United Nations Children's Fund, with Headquarters in New York and offices throughout the world, seeks qualified candidates for the following positions:

SENIOR INTERNAL AUDITOR (P-5)
INTERNAL AUDITOR (P-4)
Duty Station: New York, USA

Review, evaluate and report to the Executive Director through the Director Office of Internal Audit on the soundness, adequacy and application of system procedures and related internal controls. Appraise the operational efficiency and economy with which all financial, physical and human resources are utilized.

Minimum Qualifications: Advanced university degree in accounting, business administration, economics or related field. Minimum of ten and eight years respectively of progressively responsible experience at the national and international levels in financial, operational and management auditing work. Candidates should hold CPA, and/or CIA designation or equivalent. Working experience in developing countries a definite asset. Skilled in modern audit techniques (eg. computers, forensic and investigatory). Fluency in English and French or Spanish or Arabic. UNICEF, as part of the United Nations common system, offers competitive international salaries, benefits and allowances. Please send detailed resume, in English, quoting reference number VN-96-112-FT (P-5) or VN-96-003-FT (P-4) to: Recruitment and Placement Section (SEM), UNICEF, 3 UN Plaza (91-3F), New York, NY 10017, USA.

Qualified women are encouraged to apply. Applications for this position must be received by August 21, 1996. Acknowledgement will be sent only to shortlisted candidates.

UNICEF is a smoke-free environment.

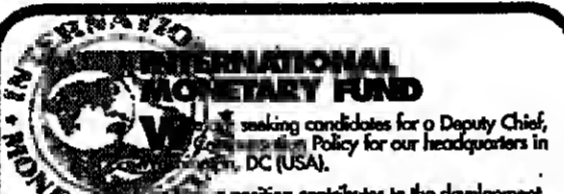
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We are seeking an experienced project manager to fill a key role in a major Russian corporate finance project. The project is expected to last 2 years.

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1. Extensive experience as the project manager of complex, long term assignments involving a variety of high quality firms and individuals from western Europe and Russia;
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4. Russian residence (or willing to take it up 2 years);
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Please reply with CV to GMA Capital Markets Limited, 113 Warrford Court, 29 Throgmorton St, London EC2N 2AT
Fax: +44-171-628 3854 E-mail: cv@gma.co.uk



making candidates for a Deputy Chief, International Monetary Policy for our headquarters in DC (USA).

This position contributes to the development and management of the staff compensation and job evaluation systems of the International Monetary Fund. In a challenging international environment, the Deputy Chief has a significant role in developing salary and benefits policies, designing and overseeing the conduct of compensation surveys, formulating proposals for periodic adjustments in the Fund's salary structure, administering the Fund's job evaluation system, and conducting and supervising the conduct of job audits.

An advanced university degree in human resources or business management, or related field, is preferred, together with at least ten years experience in human resources management, including significant experience of senior levels in compensation and job evaluation. The successful candidate will have excellent written and verbal communication skills in the English language, strong analytical and quantitative skills, and ability to work effectively with multinational staff of all levels of the organization.

Appointment will initially be for two years with long-term career possibilities based on performance. Internationally competitive salaries and benefits, including relocation to Washington, D.C., are provided.

Candidates should submit their curriculum vitae BEFORE September 5, 1996, with reference to this position. Please indicate clearly a telephone or fax number where you may be reached.

INTERNATIONAL MONETARY FUND
RECRUITMENT DIVISION, Room IS9-100
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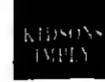
Our client is a large, high profile international corporate practice (New York HQ, 30 offices world-wide, 700 lawyers) with a strong 20 years presence in the Middle East. Following significant growth in large project and corporate finance and banking transactions throughout the Middle East, North Africa and Indian subcontinent which are handled by the Jeddah and Riyadh offices, a key vacancy has arisen in each location.

In Riyadh, the requirement is for a Lawyer with five to seven years PQE to head up and develop the practice. Applicants should have proven experience of running large scale project financing or banking transactions, show management potential and be capable of business development throughout the Middle East and North Africa. (Ref: 1304)

The vacancy in Jeddah is for a Lawyer with three to five years PQE and a bias towards corporate finance to join an established team which runs a substantial project finance practice. The incumbent will help develop a sustained commitment to large project finance and banking transactions, M & A, privatizations and general Middle East practice. (Ref: 1305)

Applicants with first rate qualifications and PQE at a major City firm (or equivalent) must be adaptable, diplomatic, able to work independently and as part of large teams and be sensitive to multi-cultural environments. Some language facility would be advantageous, though not essential. Prospects are good within the firm following a minimum three year commitment to the Middle East.

Applicants should send a CV and daytime telephone number which will be treated in the strictest confidence, quoting reference number to Tony McKiddie/Chris Elliott at Kidsons Impey Search & Selection Limited, 29 Pall Mall, London SW1Y 5LP
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Job Responsibility: You will be responsible for our day-to-day trading operations and also provide support in the general management of the company.

Qualifications & Experience: You should be ideally between 40-45 years and be educated up to post graduate level. You should have around 15 years of successful track record in trading of commodities on global basis and be capable of handling international tenders, barriers, counter trade and the Islamic instruments: murabahas, modarabas, musharikas, etc. Fluency in English language and working knowledge of Arabic and French will be useful.

The remuneration package will reflect the importance placed upon this key management position and will be commensurate with experience and capabilities.

If you can accept the challenge of this exciting opportunity, please send your curriculum vitae in confidence, together with two photographs, the latest by 31st August '96, to the following address. Please mark the envelope - "Confidential / AGM".

The Advertiser, P.O. Box 7434, Dubai, U.A.E.

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Primarily, you will be focusing on Hungary and the Czech Republic, although you will also be expected to work on a range of other markets in the Central and Southern European region. In addition, you will help to market related products to a broad base of institutional clients. To qualify, you must have a proven track record in equities research, preferably gained in European Stock Markets - possibly as either a sector or country analyst. Candidates will have a high level of academic achievement, with a good first degree and ideally a post graduate qualification. You will need to be confident and have good communication skills and compelling powers of persuasion. Fluency in at least one East European language would be an advantage.

On offer is a highly attractive rewards package including a wide range of banking benefits. You can also look forward to working in a challenging environment with excellent prospects for career development.

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THE BANK OF NEW YORK

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The company wants to recruit a finance director who among other things has successfully negotiated acquisition finance. So far the company's growth, with turnover increasing from \$100 million in 1990 to about \$350 million this year, has been largely organic and self-financed, but this is set to change. It wants to become more acquisitive.

The ideal background would include a pivotal role within an international media or service group with a good record in tax, cash management and treasury, and successful expansion through externally financed acquisitions. That said, the client company is open to persuasion and no particular sectoral experience will be excluded.

The qualities of personality the company wants could be said to be the ability to negotiate and persuade, particularly externally, coupled with precision. The style would be one of dynamism with the pragmatic ability to organise and motivate from a distance - the job is based in Amsterdam, the business is global.

The success of the company - it has comprehensively outperformed all its competitors including those that are quoted - is based on employee accountability, generous rewards and tight financial control. The level of communication and cooperation between the offices in 25 countries worldwide is as impressive as it should be for a company whose product is communication.

The position should appeal particularly if you have been denied by red tape or slow corporate decision making. If you are sure you are capable and would like to interview, call Bob Grylls today.

Recruitment Matters, 15 Great Eastern Street, London EC2A 3EJ
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Acquisitions

Deputy Editor

Salary - £25,000 + bonus

Europe's leading mergers and acquisitions magazine seeks a deputy editor to join its established editorial team which includes an editor, features editor, and two reporters. You will be expected to contribute both news and features to the magazine and to write with confidence and flair. You will already have excellent writing skills and be familiar with QuarkXpress page make-up, while some knowledge of the printing process would be useful. The deputy editor is also expected to contribute new ideas in terms of magazine content and new projects.

In addition to your solid journalistic skills, you will have a good overall understanding of the M&A and private equity markets and some knowledge of related capital markets. Excellent high level contacts in investment banks and major companies would also be an advantage. Finally, in a pressured environment a sense of humour is vital.

Please apply in writing to: Philip Henley, Editor & Publisher, Acquisitions Monthly, Tudor House, 70 Mount Ephraim, Tunbridge Wells, Kent TN4 8BS

Carpentry plc

FINANCIAL ANALYST BASED AT RAINHAM, ESSEX

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A financial analyst is required to support the Head Office management team in evaluating business performance and options.

We need a self motivated person with strong analytical, PC and modelling capability who can apply these skills to support the management and development of the Company.

If you are the right person to join this fast moving company please write giving full career details and current salary to:

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THE COMPANY

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- Designs, supplies and services M&E systems in commercial, industrial and public buildings. Long-term contract relationships with clients.
- Acquisitive. Very experienced senior management team.

THE POSITION

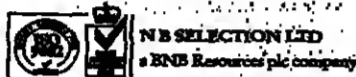
- Full responsibility for financial management/external reporting, Company Secretary and administration. Report to MD.
- Drive programme to update MIS. Introduce new forecasting and budget procedures.

- Standards evaluation of long-term contract performance to maximise revenue. Identify and negotiate opportunities for further profit.

QUALIFICATIONS

- High calibre finance professional with long-term contracting background, probably from construction or related industry. Understanding of valuation procedures essential.
- Systems-orientated with successful history of innovation and improvement in large company environment.
- Confident, credible leader and communicator. Active, determined agent of change. Strategic vision.

Please send full cv, stating salary, ref SL60808, to NBS, 7 Shaftsbury Court, Chiswick Park, Slough SL1 2ER



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THE COMPANY

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THE POSITION

- Full responsibility for financial control. Challenge and advise directors and senior management across the business.
- Manage and organise team delivering budgeting, management reports, project evaluation and capital appraisal. Further develop and enhance robust systems to manage complex cost structures, varied sales channels and sophisticated financing arrangements.

- Member of senior management team. Autonomous role, reporting to and working closely with Finance Director on strategic issues.

QUALIFICATIONS

- Qualified accountant with strong business and commercial acumen developed in manufacturing environment. Credible at senior management level.
- Well organised; strong planning and analytical skills, high work rate and performs well under pressure.
- Bright and articulate. Strong interpersonal skills. First-class financial control skills combined with capacity for lateral thought and business perspective.

Please send full cv, stating salary, ref LD60801, to NBS, Yorkshire House, Graek Street, Leeds LS1 5SX



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FINANCIAL CONTROLLER

AMSTERDAM, THE NETHERLANDS

\$70K + RELOCATION

Our client is one of the world's leading Food & Beverages companies. With operations in more than 150 countries the company generates a turnover of approx. NLG 10 billion and employs more than 20,000 people worldwide.

Due to strong expansion foreseen over the coming years they are now looking to strengthen their Financial Control department by recruiting a controller who will be reporting to the Director of Control. The aforementioned department focuses on assisting all levels in the corporation in optimising their (financial) performance.

Your main responsibilities will be:

- designing and implementing policies and procedures in order to

optimise and realise long term strategic and operational planning by operating companies as well as Head Office

- review and analysis of (financial) performance of operating companies and Head Office
- assisting in acquisitions
- innovating and upgrading management information systems.

For this most attractive opportunity it is envisaged that the successful candidate will be educated to degree level with at least 8-10 years experience gained working for international businesses being able to demonstrate excellent career progression within senior (operational) financial positions. There is a strong preference for

candidates that have been exposed to the FMCG industry. Excellent presentation, analytical and communication skills are essential as well as the ability to look from different aspects at the business. The business language is English, but a second European language is desirable. International travel will be required.

The group offers outstanding international career opportunities.

If you are interested in this opportunity, please contact Maurits A.N.M. Claassen on (3120) 6444 655, and/or send your CV to Robert Walters Associates, 'Rivierstaete', Amsteldijk 166, 1079 LH Amsterdam, The Netherlands. Fax: (3120) 6429 005. E-mail: maurits.claassen@robertwalters.com

ROBERT WALTERS ASSOCIATES



Financial Controller

Environmental Consultancy

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c.£35,000 + share options

The environmental market is projected to reach \$300 billion by the end of this century. Our client is a fully integrated Environmental group, whose turnover is expected to grow to £50 million by the end of 1997 when flotation is planned. They have recently acquired a dynamic and innovative business that provides consulting, bespoke software and contract research services to large industrial and government organisations around the globe. The acquired business has a number of office operations with a strong international presence in key markets.

The acquired business requires a commercially orientated Financial Controller. Reporting to the divisional Managing Director, the Financial Controller will have responsibility for:

- Establishment of a central administration function to support the national and international offices including the development of business strategy and product enhancement.
- Implementation of new management information systems and operating controls.
- Management of cashflow in accordance with Group treasury procedures.

- Preparation of all financial statements and consolidated monthly management accounts.
- Ad-hoc projects as a Group resource including the assessment and development of newly acquired businesses.

The successful candidate will be a graduate calibre qualified accountant with a proven track record within a commercial environment. Exposure to project costing and billing systems is desirable although not a pre-requisite. Applicants should be able to offer strong personal presence and combine both a hands-on approach and the intellectual ability to contribute to strategic decisions.

In return, the Group is growing exponentially and will give the successful individual the opportunity to make an impact in an exciting and relevant business.

If you are interested in applying for the role, please send a full CV, salary details and daytime telephone number, quoting reference 299606 to Peter Isted at Michael Page Finance, 40-42 High Street, Maidenhead, Berkshire SL6 1QE.



Michael Page Finance

Specialists in Financial Recruitment
London Bristol Birmingham Edinburgh Glasgow Luxembourg Leeds
Manchester Maidenhead Nottingham St Albans & Worldwide

Financial Executive

Manchester

c.£40,000 + Benefits

Our client is a fast moving service organisation and is an autonomous subsidiary of a world recognised media group. With a current turnover of £25 million and a track record of profitable growth, they are now poised to take further advantage of new market opportunities.

As part of this expansion, they seek to appoint a commercially minded Financial Executive who will be an integral part of an innovative and entrepreneurial management team.

Working alongside the Managing Director, your duties will include:

- Formulation and implementation of the company's plans and strategies.
- Ongoing development of MIS and business controls.
- Motivating and developing accounting staff.
- Profit improvement via ABC and BPR projects.

- Oversee all financial and management reporting in line with group requirements.

The successful candidate will be a qualified accountant age 30+, demonstrating a track record of achievement within a customer focussed service business. You will need to demonstrate initiative and drive, together with the strength of character to challenge ideas and be a catalyst for change.

Well developed communication and presentation skills are a pre-requisite, backed up by the ability to negotiate effectively.

Interested candidates should write, enclosing their curriculum vitae to Dean Ball at Michael Page Finance, Clarendon House, 81 Moseley Street, Manchester M2 3LQ, quoting reference 301790.



Michael Page Finance

Specialists in Financial Recruitment
London Bristol Birmingham Edinburgh Glasgow Luxembourg Leeds
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OTC Derivatives - Proprietary Trading

Outstanding opportunities for high calibre Qualified Accountants (0-4 years PQE)

Business Area Controllers

Deutsche Morgan Grenfell, the investment banking arm of Deutsche Bank, operates the world's largest AAA rated institution, operates in over 30 countries with over 7,000 staff.

As a leading European investment bank and one of the top investment banks in the world, it is essential that it attracts and develops the very best people.

Due to the rapid expansion of the global markets control area a number of vacancies are currently available for exceptional qualified accountants possessing financial services experience.

These key roles are unusually broad in scope and will cover structured and vanilla derivative product trading activities. Paramount to the successful performance of the roles will be building extremely close and proactive working relationships with product heads and trading staff.

Highly competitive packages

Specific responsibilities will include:

- Product Performance Review
- Risk Analysis
- New Product Implementation
- Pricing Verification
- Financial Analysis and Control
- Systems Development

The department is developing rapidly and is poised for extensive growth in line with increased business levels. High calibre individuals can expect rapid progression along with ongoing technical and professional development.

Prospective employees should be qualified accountants currently working in banking institutions or financial services groups within public practice. Candidates should possess strong academic and professional track records, coupled with self-motivation, initiative, commitment and a strong technical ability.

Interested applicants should contact Paul Marsden or Jonathan Astbury at Astbury Marsden Search and Selection on 0171 353 7893 fax 0171 353 7703, alternatively write to us enclosing your CV to Hamilton House, 1 Temple Avenue, London EC4Y 0HA.

Deutsche Morgan Grenfell

Business Analyst

Essex/Herts border

c. £30,000 + car

Our client is a multinational healthcare business, a front-runner in the provision of medical products and therapies. The UK business is at the leading edge of life enhancing and life saving technologies in a fast-changing market sector in which they have an exceptional record of profitable growth.

The Business Analyst of this £60m UK division will have the commercial acumen to provide strong financial influence in the sales, marketing & product management areas of the business. This is a highly proactive role which places emphasis on using the forecasting and financial control skills necessary to ensure that both business and financial targets are met.

Candidates, probably aged 25-30, will have initially trained and qualified with a significant commercial group or within an international firm of CAs. Post qualification experience should give evidence of your ability to interface outside finance, meet deadlines and solve non-routine problems.

This is an upward career opportunity in a major worldwide business which sees all staff as a valuable asset and which has a real commitment to personal development and progression on merit.

JEFF
ADCOCK
ASSOCIATES
0181 505 0544

Please forward your CV initially to:
Jeff Adcock, Recruitment Consultant,
Jeff Adcock Associates
12a The Broadway, Woodford Green
Essex IG8 0EL

SENIOR MANAGER Finance & Accounting - Berlin

Think big. Control costs for Europe's largest integrated construction project.

The incredible 'Sony Center am Potsdamer Platz' - a state of the art DM 1.5bn office, residential, retail and entertainments development in the heart of Berlin - is now moving into the main construction phase.

Which makes now the time to bring in an English and German speaking qualified accountant with solid real estate development experience to keep a keen eye on all construction costs in conjunction with the project joint venture partners and providing accounting, budgetary and tax reports for Sony's Europe and worldwide headquarters.

Reporting to the Finance Director, you will need swift analytical skills, the ability to secure consensus-based results and the dynamism to influence a small but highly efficient multinational project team. You'll also need a sound knowledge of German and US accounting principles and a familiarity with German tax law would be an advantage.

As you'd expect, this high profile role comes with an excellent senior level package including car and relocation. The initial contract term will be four years but the prospects for further project management involvement are very good indeed.

Please send your full CV, covering letter and salary details to Steven Waterhouse, Human Resources Manager, at the address below. For further details about the project, visit our website at <http://www.sony.co.jp/InterChange/Berlin/index.shtml>.



SONY

SONY EUROPE GMBH, HUGO-ECKENER-STRASSE 20, D-50829 COLOGNE, TEL (0049) 221-5966-6638

General Auditors

WITH IT EXPERIENCE

£60,000 PA + CAR + BENEFITS

Our client is one of the world's leading consumer goods companies with a turnover of £2 billion and an outstanding portfolio of brands, products and services sold through a worldwide network of distributors.

Recent business development and continued growth has created an opportunity for a highly motivated qualified accountant (minimum 3 years post-graduate experience) to join our International Audit Team.

You will be responsible for conducting high level operational reviews covering all aspects of business and functions. Your experience in operating in a multi-national environment with a sound understanding of systems and financial reporting, together with knowledge of BCS, SAP and/or CINCOM systems, will be an advantage.

As a member of the audit team, you will have a good understanding of the company's financial and computer environment and the ability to work in a variety of installations across different countries.

Financial systems, auditing and communication skills will be used effectively at all levels.

Please apply in writing to our advising consultant, Paul Robinson, 124-125 Eagle Street, London, WC1R 4AP. E-mail: pa@executive-connections.co.uk or fax: 0207 583 8261. For a free, confidential, telephone call, please telephone him on 0207 583 8261.

GUINNESS PLC

FINANCIAL CONTROLLER

Management Consultancy

Oxfordshire

Attractive package

Our client is a highly successful international group, engaged in the provision of specialist management consultancy services. A well established and reputable market leader, the company numbers many 'blue-chip' groups amongst its client base, with operations throughout Europe, Asia Pacific and North America. After a successful 1995 the company is now committed to further extending its competitive advantage by way of organic and acquisition-led growth strategies.

THE POSITION

- A newly created role, reporting to the Managing Director, driven by the continuing expansion of the business.
- Significant operational and commercial input, beyond the remit of pure finance, at a time of considerable change in the business.
- Full responsibility for the management of the finance department, including all accounting deliverables, in addition to budgets and forecasts, planning, analysis and systems development.
- A strongly quality-driven organisation, becoming progressively more internationally-focused.

QUALIFICATIONS

- Qualified accountant, with significant post qualification experience in business-to-business/service sector organisations.
- Most demonstrate strong accounting and controls experience, allied to well-honed commercial and analytical skills.
- Interpersonally strong, comfortable operating at Board level. Able to form judgments and marshal arguments in support of business cases.
- A flexible and pragmatic approach, able to command respect and credibility in a fast moving business.

Interested candidates should write, enclosing full career and current salary details, to the advising consultant, William Greenwell, at Questor International Limited, 3 Burlington Gardens, London W1X 1LE. Please quote reference 230255.



QUESTOR INTERNATIONAL

A Member of the Questor Group PLC Company

CHIEF FINANCIAL OFFICER

c £75K plus Stock Options and Benefits

Home counties / Paris

THE COMPANY

- European based provider of product development services to the international pharmaceutical industry.
- Publicly quoted on the Paris stock market.
- To meet the challenges of a rapidly expanding market currently worth \$3 billion dollars, the Company is pursuing an active merger and acquisition policy, which will fulfil the ambition to become number one in Europe.

PROFILE

- Likely to be a Senior Partner in an existing consultancy or Finance Director in an international company.
- Bilingual (English/French) essential.
- Frequent commuting between London and Paris, with further international travel.
- Experienced in the financial management of international operations in a highly competitive environment, preferably in a service industry.

THE ROLE

- As a Member of the Executive Committee, the candidate will be expected to develop further budgetary and expenditure controls, and IT systems for the international (Europe/USA) business to accommodate organic growth, negotiate, integrate acquisitions and enhance decision making.
- Close liaison with institutional and other investors.
- Line responsibility for the finance functions in the individual territories and working with line managers to improve profitability and overall Group performance. Play an active role in evaluating new business opportunities and assisting in the negotiation of contracts with clients.

Please apply in writing, enclosing a full curriculum vitae, to: Box A5654, Financial Times, One Southwark Bridge, London SE1 9HL.

Key roles in an exciting new global venture

FINANCE PROFESSIONALS

Exceptional packages - London

Established in July 1995, WorldTel is a transitional, private-sector driven, funding and development company. We bring together client countries, investors and the telecommunications industry through mutually beneficial collaborations on a strictly commercial basis.

We are now seeking to strengthen our London-based team through the following opportunities.

Financial Analysts

We are looking for Financial Analysts to provide high quality support to our Project Directors. You will be responsible for financial modelling, cash flow and IRR analysis.

You must be a highly numerate graduate, with an impressive 3-to-5-year record of achievement in financial or investment institutions. Dynamic, creatively-minded and with a thorough understanding of financial modelling techniques, you must be a confident communicator with good teamworking skills and a real flair for negotiation.

These are ideal opportunities to make an early impact on an exciting new venture and the rewards will be truly exceptional.

Company Accountant

As the company's accountant, reporting to the Chief Financial Officer, you will be responsible for preparing financial reports, managing cash flow, accounts payable, VAT and the payroll, and for liaising with our auditors, banks and other financial advisers.

This role calls for a qualified accountant with an impressive generalist track record, a flexible approach and excellent communication, interpersonal and presentation skills.

To apply, please write enclosing full CV and salary details, to: WorldTel Limited, 21 Lombard Street, London EC3P 3AR. Fax: 0171-280 4325.



ALPS RECRUITMENT CONSULTANTS GROUP

2 London Wall Buildings, London Wall, London EC2M 5PP
Tel: 0171-588 3588 or 0171-588 3576
Fax No. 0171-256 8501

Challenging start-up role building a substantial Pan-European team.

ALPS

DIRECTOR OF FINANCE AND ADMINISTRATION

CENTRAL LONDON

£50,000-£60,000 + BONUS

RECENTLY ESTABLISHED EUROPEAN SUBSIDIARY OF LEADING US SATELLITE DELIVERED TV NETWORK AND MEDIA CONGLOMERATE

The Finance and Administration Director is a key member of the management team, and will be responsible for implementing from scratch the finance, administrative and HR activities required by this fast growing organisation. The successful candidate, who will be a qualified accountant (ideally ACA) aged mid 30s, may well have a background in the media and ideally, but not essentially, will have experience of working for a US Headquartered Group. In this role there will be a mix of hands-on accounting and financial management including budgeting, reporting, formal statutory accounting, as well as initial responsibility for the wider administrative and personnel activities of setting up pensions, health schemes, etc. Essential qualities include flexibility as a team player, who is practical, yet has the creative vision to establish and drive forward the finance activity in a highly dynamic environment. Initial salary negotiable in the range of £50,000 - £60,000 plus performance related bonus, other benefits need to be established and will follow. Applications in strict confidence under reference DFA/5672/FT to the Managing Director, Accountancy and Legal Professions Selection Ltd.

Financial Controller - Europe

C. London - £50-55,000 + s/options

Established in the US in 1989, our client is growing rapidly and achieved turnover in 1995 of \$25m derived from the development and sale of financial trading and risk management systems to major banking customers. Building on this success, the company is now planning a US flotation within the next 12 months. Within Europe, turnover is expected to reach \$18m this year and this is anticipated to more than double over the next three years.

Arising out of this planned growth is the requirement to appoint a European Financial Controller who will functionally report to the US Corporate Controller but have a close working relationship with the European General Manager. The initial brief will be to establish the accounting function for Europe and set up subsidiaries in a number of European locations. Overall, the individual will be fully responsible for all aspects of finance, business forecasting, and contract review and also handle a variety of other responsibilities including premises management, personnel and administration.

- Candidates should be qualified accountants who have already achieved a senior finance position within a small/medium sized rapidly expanding US company, ideally in the software sector. Computer literate and experienced in implementing accounting packages, you should have worked within a European environment and have a sound knowledge of US GAAP. Initially the requirement will be to take a very hands on approach to the role, but the individual must have the commercial judgment and stature to be an effective member of the small European management team and have sufficient experience to assist with the planned future growth.
- In addition to the salary, benefits will include a profit-related bonus, pension and private healthcare and it is anticipated that share options will be granted.
- Please send your curriculum vitae with current salary details and an explanation of how you meet these requirements to Carrie Andrews, Ernst & Young Management Resourcing, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 3NH, quoting reference CA0037.

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Walt Disney Records

BUSINESS & FINANCIAL PLANNING MANAGER

Excellent Salary + Benefits LONDON

Walt Disney Records is a new venture within the Walt Disney organisation, focusing on releasing music and story products from blockbuster properties such as Pocahontas, The Hunchback of Notre Dame and Toy Story. With very ambitious annual growth rates, Disney Records now seeks a highly motivated individual to manage the long term strategic and commercial direction of the business. Reporting to both the Director of Finance and the Label Manager, you will:-

- Analyse, challenge and provide creative input for new product proposals.
- Evaluate and provide sales and profitability data to assist in developing marketing direction.
- Participate in contract negotiations and ensure compliance with 3rd party royalty obligations.
- Manage the strategic planning, budgeting and forecasting process.
- Ensure that appropriate and effective financial controls, procedures and structure are in place.

A Qualified Accountant or an MBA with a financial background, you will have gained significant commercial experience either in the music industry or in an FMCG environment. In order to provide a genuine creative input and to challenge existing work methods, you will have a strong personality, excellent communication skills and the desire to become a key player within this exciting and continually changing organisation.

To discuss this opportunity in greater detail contact Howard Bentwood (quoting Ref: FT0058) on 0171 209 1000, alternatively send a CV to him at FSS Financial, Charlotte House, 14 Windmill Street, London, W1P 2DY. Fax: 0171-209 0001, E-mail address: hb@fss.co.uk

Part of the Magic of The Walt Disney Company © Disney



Living Earth works in partnership with local communities to resolve environmental issues



Dynamic individual needed to manage the financial reporting of a growing international education, environment and development organisation.

Finance Manager (£19,000)

Suit part or fully qualified accountant. For application form, tel 0171 258 1823

closing date: 23.8.96 charity no: 800672

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For further information please call:

Toby Finden-Crofts on +44 0171 873 3456

Andrew Skrzynecki on +44 0171 873 4054

FINANCIAL PLANNING PACKAGE

PROJECT ACCOUNTANT

Switzerland

Attractive Salary & Benefits Package

This international financial services organisation has embarked upon a major project involving cost budgeting, financial systems development and the introduction of a cost centre accounting structure.

There is a need for a technically versatile accountant with a minimum of five years experience to work on this project. This challenging role encompasses a variety of responsibilities including:

- Analysis of financial systems, operations and EDP systems.
- Recommendations for the design of a new budgetary control system.
- Design concepts and a new layout for the cost accounting package.
- Liaison with senior management to create a higher acceptance for a budgetary control system and ensure efficient implementation.

The successful individual, aged 25-40, will ideally be a qualified accountant with fluent English (spoken German is advantageous).

Technical ability combined with excellent communication skills and the confidence to liaise with various people within the organisation will be essential to fulfil this role successfully.

Interested candidates should apply with full career and salary details to Lisanne Vaes at Harrison Willis, Cardinal House, 39/40 Albemarle Street, London W1X 4ND. Tel: +44 (0) 171 344 5125. Fax: +44 (0) 171 344 0364. E-mail: hwgroup@hwgroup.co.uk

HARRISON WILLIS

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Finance Director

The Company: Our client is a global telecommunications group, with a growth rate of 15% per annum and operating in well over 100 countries world-wide including Russia, Uzbekistan, Azerbaijan and the Ukraine. Their rapidly expanding Russian Joint Venture operation, which is growing at the rate of 25% annually, is now looking to further strengthen the management team with the recruitment of a high calibre finance professional who will be a board member of the Joint Venture Company.

The Role: The successful candidate will include providing leadership and direction to a mixed Russian and UK finance team based at the headquarters in Moscow. Advising the Joint Venture Board and its management on all financial matters relating to equity share, treasury management, asset management and cash flow. Working closely with the Managing Director and having dotted line responsibilities to the US Finance Director, you will also be responsible for the MIS function as well as the Company's external work - specifically related to audits.

The Person: You will be a graduate with an accountancy qualification ACA, ACMA, ACCA or equivalent. With a minimum of two years' exposure in the Russian market, you must be able to manage a wide range of relationships both internal and external which include banking professionals and tax advisors. First class written and oral presentation skills with fluency in Russian are essential. This represents an unusual opportunity to make an immediate impact within a dynamic multinational group. Energy, creativity and flexibility are all qualities which will enable you to capitalise on the outstanding long-term career opportunities that exist within the group.

Please forward your full resume in the strictest confidence quoting reference no. FT 3014 to: ANTAL UK: Shropshire House, 1 Copper Street, London WC1E 6JA, UK. Tel: +44 (0)171 637 2001, Fax: +44 (0)171 637 0949



ANTAL INTERNATIONAL "Serving Global Emerging Markets"

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Accounting Manager

European Opportunity

Amsterdam

Retail Sector

Our client is a large American multinational, active around the globe. It operates in the fast moving field of fashion products. The European activities are coordinated from The Netherlands, where currently the need exists to recruit an Accounting Manager. The suitable candidate will travel on a regular basis and have daily contact with US Headquarters. This represents an excellent opportunity for a flexible, ambitious accountant.

Tasks and responsibilities:

- Monitor the Europe-wide monthly financial accounting.
- Coordinate the European budget.
- Analyse monthly results, budgets etc.
- Consolidate the European accounts.
- Responsible for European accounting policies and internal controls.
- Review and analyse cashflows and projections.
- Liaise between departments and offices in the US and Europe.
- Sales and flash reporting

Profile of the suitable candidate:

- Preferably a qualified accountant.
- 2-3 years experience in a 'Big 6' firm or relevant experience in a corporate environment (US/UK).
- Comprehensive understanding of US/UK GAAP and International Accounting Standards (IAS).
- Understanding of VAT/taxstar reporting.
- Analytical, detailed and well organised.
- Computer literate.
- Dynamic, outgoing personality.
- Happy to travel within Europe.

Interested candidates should send or fax their curriculum vitae to Michael Page International, 'Apollo House', Gerrit van der Veerstraat 9, 1077 DM Amsterdam, reference ACS/44581, or contact Caroline Stockdale ACA, telephone 00 31 20 5789444, fax 00 31 20 5789440



Michael Page International

International Recruitment Consultants London Paris Amsterdam Düsseldorf Frankfurt Hong Kong Sydney

Price Waterhouse EXECUTIVE SEARCH & SELECTION

Financial Controller - Airline Catering

Food and drink for high flyers

Competitive Package Gatwick

As the world's largest airline caterer we aim to be the lowest cost, highest quality supplier of inflight meals worldwide. Our current turnover is in excess of \$15 billion and we supply some 350 million inflight meals annually at 130 locations around the globe. That's almost a million people we need to keep well fed and happy every day of the year! It's quite a task.

We're now looking for an exceptional Financial Controller to work at our key unit at Gatwick.

It's a critical senior financial role working at the very heart of a fast-paced business. You'll have total responsibility for the unit's revenue, expenses pricing and controllable costs. Working closely with the Unit Manager, you'll work with a small team producing current, accurate information vital to the day-to-day management of what is a high quality, price-sensitive business. There are real challenges to be met and real improvements and cost reductions to be made. Make no mistake, it's a tough job and the buck stops with you! You're looking for your first operational role in a highly

competitive commercial environment. You're a qualified accountant, probably working as a number two in a not dissimilar environment. Your experience will extend to systems and staff management, and experience of catering or the airline industry would be useful.

To fit into our team-culture you'll need to be outgoing, confident and able to win the respect of both junior and senior colleagues. This is a 24 hour a day business and a commitment to working outside 'ordinary' hours is essential.

If this sounds like your next move, write to our advising consultant, Jenny Mayes, quoting G/0087 or alternatively telephone her on 0121 200 3000 for an informal discussion.

Executive Search & Selection, Price Waterhouse Management Consulting Ltd, 19 Cornwall Street, Birmingham B3 3DT Fax: 0121 200 2464 E-mail: Jenny_Mayes@Europe.nostra.pw.com

Commercial Finance Manager

East Anglia

To £35k + car + benefits

THE COMPANY

Our client is the main operating subsidiary of a £120m turnover plc. An FMCG business operating to the household hygiene and personal care markets, their household name products are mainly sold through the large supermarket chains. The group is in an exciting phase of its development and confidently looking forward to future growth.

THE ROLE

As part of the management team, your brief is to ensure that accurate, timely information is provided to support your colleagues' operational decisions. By applying financial and ratio modelling, measurement and analysis techniques, you will contribute a real insight into the performance of the business. Far from just reporting data, your proactive advice and recommendations will facilitate

understanding and directly impact on the financial and commercial success of your unit. This is a critical and high profile role at an exciting phase in the company's development.

QUALIFICATIONS

Candidates will be motivated by the prospect of significant commercial responsibility in a young customer focused business. The successful applicant will be aged 27-33, a high calibre qualified accountant and will preferably have a business planning and forecasting background gained in an FMCG or other consumer focused industry. The strength of your commercial, analytical and financial abilities will be matched by excellent communication and interpersonal skills, and above all commercial acumen and a real understanding of what makes a business tick.

Please send CV and full salary details to Brian Byrne, Phoenix Search & Selection, Milton Hall, Milton, Cambridge, CB4 6AB



Cambridge (01223) 441661 Manchester (01565) 723709

Analyst

Her-

ACCOUNTANCY APPOINTMENTS

Hays Accountancy Personnel

PLUMB SIGNS

The Organisation
Plumb Signs Limited are manufacturers of signs, fascias and petrol pricing systems with a blue chip customer base.

Financial Director

West Sussex

£35,000 + Bonus (£6-£12,000) Share Options + Car

The Role
Key responsibilities include:
• Supervising the day to day and month end accounting including staff supervision
• Monthly management accounts, budgets, forecasts, cashflows
• Review of commercial contract performance including variance analysis

The Appointee
The successful applicant will be qualified with experience ideally gained in a bespoke manufacturing and/or construction related industry.

To apply please write enclosing your CV and current salary details, or for further information please call our Recruitment Advisor Andrew Edwards...

Move our European Transportation business forward FINANCE DIRECTOR Ipswich

The P&O Ferrymasters Group is a progressive and profitable European Transportation Organisation comprising 9 separate legal entities across Europe and Scandinavia and with a turnover of nearly \$200 million.

Internal promotion has created an outstanding opportunity for a highly experienced qualified accountant to play a key role in further enhancing our position as a major player in the European transportation market.

Based in our Head Office in Ipswich, you will report to the Managing Director and make a substantial strategic and tactical contribution to the business by:

- Participating actively in business decisions made by the P&O Ferrymasters Board
• Ensuring the business achieves its financial targets for ROCE, cashflows etc.
• Maintaining and improving financial systems and controls throughout the Group
• Reviewing divisional accounting practices and standards and implementing new accounting software
• Directing and monitoring IT and communication systems
• Constructing and evaluating the financial projections in the budgeting and business planning processes
• Controlling capital expenditure and disposals

To succeed in this challenging high profile role, you will be a fully qualified accountant, ideally with a degree or relevant professional business qualification, and at least 3 years' senior experience within a major corporate environment.

In return, you can expect the kind of excellent salary and generous range of company benefits associated with a successful international organisation.

If you believe you can help to move our European transportation business forward, please send your full CV with current salary details to: Mike Bousfield, Group Personnel Manager, P&O Ferrymasters Ltd, Peninsular House, 11-13 Lower Brook Street, Ipswich, Suffolk, IP4 1AQ.



Les Echos

The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world.

Toby Finden-Crofts on +44 171 873 3456

IT City Appointments

TECHNICAL COMMUNICATIONS MANAGER

Object Oriented Architecture

Excellent package - City

Our client, a leading global investment bank, is seeking a talented Technical Communications Manager. Working closely with the architecture team, your primary responsibility will be to capture and clarify the OO architecture in written, technical documentation form and develop an information architecture and technical communications infrastructure.

A quality graduate, your 5-7 years' technical communications experience should have been gained within an object-oriented, leading edge environment. Your blue-chip background should also demonstrate the utilisation of state-of-the-art information delivery technologies to deploy information architectures and the development and delivery of training programmes for OO concepts.

This challenging role will be rewarded by an excellent salary and benefits package. To apply, please send full career details, quoting ref:847, to our consultant Miles Miller at JM Management Services Limited, Chandos House, 12-14 Berry Street, London EC1V 0AQ. Fax: 0171-253 0420.

JM-MANAGEMENT SERVICES

The IT Recruitment Section every Wednesday in the FT. And all week on www.FT.com.

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BANKING/FINANCIAL

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Business analysts with an in-depth knowledge of either Risk Management or Derivatives are required to join this leading world bank.

to \$45k +BANK BENS

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International Investment Bank requires high calibre developers with significant POWERBUILDER and/or SYBASE expertise.

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Top tier American Investment Bank requires financial engineers with solid mathematics and C++ expertise.

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Leading Investment Bank developing new applications for Equity Sales staff on the trading floor require developers to work in an elite team.

to \$50k +BONUS

C or C++

to \$40k +BONUS

Bright developers are required to join a young project team designing and implementing systems for a major Investment Bank.

to \$40k +BANK BENS

SYBASE/SQL SERVER

Leading global derivatives trader seeks developers to work on the convertible trading floor.

ARC are preferred suppliers to the top financial institutions. This is a selection of current opportunities in the City. We have many more. Our consultants have an in-depth understanding of this market and how it can work best for you, so please call Isabel Blackley or Paul Wilkins on 0171-287 2525 to discuss your options.

Tel: 0171-287 2525



Fax: 0171-287 9688

NO FINANCIAL OR TECHNICAL EXPERIENCE? NO COMMENT.

Risk Management : City of London : Packages to £60,000

AFA Systems plc supplies application software to the financial services sector. Their software product, MUSKETEER, provides a broad range of functions based on leading industry standard technologies.



BUSINESS CONSULTANTS base to £45k - OTE up to £60k Experienced in Treasury and/or derivatives operations, applicants will have at least 2 years experience in a financial services group or consultancy specialising in this area.

TECHNICAL CONSULTANTS base to £35k - OTE up to £45k Experienced in financial systems within a software house, information provider or financial institution, applicants will have a minimum of 2 years experience of Windows NT, Object Oriented design, C++ and SQL Server and/or Sybase.

For all positions a degree of project management skills is essential, plus ability to work unsupervised, and willingness to travel world-wide at short notice - the first 3 months are likely to involve time in South Africa.



Please send your CV, indicating current salary, quoting ref A127, to: APPOINTMENTS INTERNATIONAL 4 Grosvenor, 70 Ridgway, London SW12 9 ARJ. Tel: 0181 946 9682 Fax: 0181 346 5722

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For more information on how to reach the top IT professionals in business call: Emma Lloyd +44 171 873 3779 Clare Bellwood +44 171 873 3351

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bankings

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'C', UNIX-EQUITY DERIVATIVES

City - To £45,000 - Bonus - BBS

Working as part of the Equity Derivatives research team, you will be involved in all aspects of quantitative research utilising the technical skills acquired from a systems development background.

C/C++, NT-DEBT DERIVATIVES

City - To £55,000 Bonus - BBS

One of the top research groups within the City has an opening for a highly motivated developer to work on the development of Analytics and Risk Management Systems.

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FINANCIAL TIMES

COMPANIES & MARKETS

Friday August 9 1996

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IN BRIEF

Veba cautions after 17% rise

Veba, the German industrial conglomerate, said interim net profits rose 17 per cent to DM743m (\$501m), but warned it would not maintain its strong growth during what is expected to be a lacklustre second half. Page 16

Regent Pacific plans Hong Kong listing
Regent Pacific, the Hong Kong-based fund management group with a reputation for making hostile takeover bids, is planning to list on the Hong Kong Stock Exchange this autumn. Page 14

Fujitsu plans new logic chip facility
Fujitsu, the Japanese electronics group, said it planned to invest about ¥150bn (\$1.36bn) in a new Japanese facility to manufacture logic chips, which process signals or data. Page 14

Kuok group buys into Coca-Cola Amatil
Kerry Group, the private Hong Kong-based holding company controlled by Mr Robert Kuok, the Malaysian-Chinese businessman, is to invest about A\$667m (US\$518m) in Australia's Coca-Cola Amatil for a 9.275 per cent stake. Page 14

UK holiday slump restrains Thomson
Thomson Corporation lifted second-quarter earnings 6 per cent, with a slump in the UK package-tour market partly offsetting improvements in the Canadian-controlled group's publishing and newspaper business. The travel division's operating profits slid by 23 per cent to US\$27m with a 6 per cent fall in sales. Page 15

Transocean rebound disappoints
Transocean Drilling, the Norwegian offshore drilling company targeted in a takeover bid by Sonat Offshore Drilling of the US, rebounded from a net loss of Nkr118m in the first half of 1995 to a Nkr320m (\$50m) net profit. But the result failed to match market expectations. Page 16

UK life groups in £1.46bn merger
United Friendly and Refuge Group, the UK life groups, announced a £1.46bn (\$2.27bn) merger in a move which accelerates the pace of consolidation in the country's life assurance sector. Page 17; Lex, Page 12

Ukraine sees worst harvest in 20 years
Mr Boris Supikhanov, Ukraine's deputy agriculture minister, said the former Soviet republic's grain harvest this year would be about 30m tonnes, roughly half the level of 1990. Other analysts said the figure might be as low as 26m tonnes. Both estimates would represent the worst total in 20 years. Page 20

US rally lifts Nikkei 253 points
The Nikkei 225 index recovered almost all its loss of the previous day as a rally in US high-tech stocks lifted semiconductor-related shares in Tokyo. The Nikkei 225 index rose 1.3 per cent, ending 253.73 higher at 20,793.31. Page 30

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Chief price changes yesterday

FRANKFURT (DEM)		OSL	
Riese	1121 + 27	COF, HNS Int	4.025
Langsam	508.5 + 14.8	Quarterm Int	5.5 + 0.25
Paribas	836.5 + 9.5	Paribas Int	2.9 + 0.25
Welfa	878 + 28	Pharm	4.35 + 0.25
Paribas	878 + 28	Scott Paper	2.3 - 0.1
Welfa	878 + 28	Scott Paper	2.3 - 0.1
Welfa	878 + 28	Scott Paper	2.3 - 0.1
NEW YORK (S)		TOKYO (YEN)	
Riese	164 + 2	Boehr Ing	582 + 21
FT 1000	281 + 3	Dash Steel	510 + 19
NAAK Corp A	40% + 3%	Isuzu & Co	443 + 22
True Nth Comm	18% + 1%	Mitsui	665 + 25
Welfa	18% + 1%	Nippon	865 + 49
Chesapeake Engr	50 - 1%	Paribas	752 - 35
Boisjoly	30% + 1%	Welfa	752 - 35
Procter Gamble	58% + 2%	Welfa	752 - 35
LONDON (Pounds)		HONG KONG (DOLLARS)	
Riese	362 + 22	COF, HNS Int	4.025
Langsam	281 + 3	Quarterm Int	5.5 + 0.25
Paribas	362 + 22	Paribas Int	2.9 + 0.25
Welfa	839 + 106	Pharm	4.35 + 0.25
US Friendly	839 + 106	Scott Paper	2.3 - 0.1
Paribas	839 + 106	Scott Paper	2.3 - 0.1
Welfa	839 + 106	Scott Paper	2.3 - 0.1
TORONTO (C\$)		HANGKONG (DOLLARS)	
Abel Rec	21.7 + 1.1	Boehr Ing	582 + 21
Enbridge Sp	30.0 + 2.0	Dash Steel	510 + 19
Loos Appelle	9.45 + 1.2	Isuzu & Co	443 + 22
Alcan	18.75 - 1.0	Mitsui	665 + 25
Alcan	18.75 - 1.0	Nippon	865 + 49
Alcan	18.75 - 1.0	Paribas	752 - 35
PARIS (FFr)		HONG KONG (DOLLARS)	
Riese	2111 + 71	COF, HNS Int	4.025
Langsam	2111 + 71	Quarterm Int	5.5 + 0.25
Paribas	2111 + 71	Paribas Int	2.9 + 0.25
Welfa	2111 + 71	Pharm	4.35 + 0.25

Rank primes Xerox stake sale

By Scheherazade Daneshkhu, Leisure Industries Correspondent

The Rank Organisation, the leisure group, yesterday paved the way for an early sale of its stake in Rank Xerox, the office equipment joint venture with Xerox, as it unveiled details of a three-month strategic review.

It is placing all of its non-Rank Xerox interests into a holding company, Rank Group, in a move which will enable it to effect an early sale of the stake in Rank Xerox without incurring a hefty capital gains tax bill.

The stake is valued at £300m in Rank's balance sheet. Mr Andrew Teare, who became chief executive in April, also announced that the company aimed to raise £300m from the disposal of non-core businesses within two years.

Rank also announced a fall in pre-tax profits from £444m to £128m in the six months to June 29 1996. The drop was mainly due to an exceptional gain made last year on Rank's disposal of 40 per cent of its stake in Rank Xerox and a change in the way it accounts for the stake. Pre-tax profits would have risen 11 per cent to £176m on the previous accounting basis.

The shares fell 27p to 441p. "The results were in line with expectations," said one analyst, "but the stock has come off because of the uncertainty created by the restructuring."

Mr Teare said future investment would be aimed at enhancing Rank's position as a leisure and entertainment retailer. "We should be managing assets that we control," he said, explaining the decision to dispose of the Rank Xerox stake.

Rank's £300m disposals target will come from the sale of non-core businesses, including Precision Industries, the manufacturer of equipment to

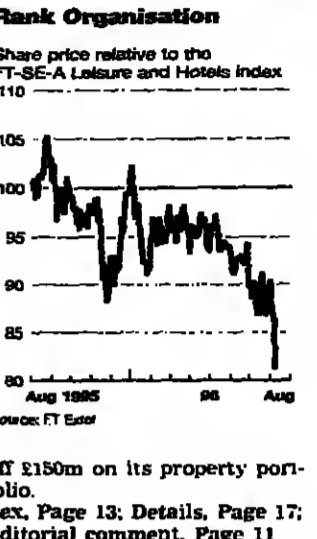
entertainment companies and Kingston Plantation, a time-share resort in South Carolina in the US. It put Shearings, the coach holiday business, valued by analysts at £80m, up for sale last month. Rank said Precision, Kingston and Shearings should fetch more than £180m of the £300m target.

Acquisitions would play a key part in developing Rank's businesses, said Mr Teare. New investment would be directed into Rank's core businesses, by opening 18-20 new Hard Rock cafes in 18 months, building new bingo halls and multi-leisure centres and converting some old bingo halls into Hotshots sports bars.

Xerox, Rank's joint venture partner, is expected to be the main buyer of Rank's stake in Rank Xerox. Rank made its initial £7m investment in the photocopier group in 1956.

Mr Teare has regrouped Rank's four main business divisions into Film and Entertainment, Holidays, Recreation and Hard Rock. A Hard Rock record label, Hard Rock resorts and live music in the cafes is planned. Rank said regrouping the businesses would cost £25m this year but expected a pay-back within 18 months.

Rank also said it was writing



Reed hints at \$3bn acquisitions



By Tim Burt in London

Reed Elsevier, the Anglo-Dutch publishing and information group, yesterday underlined its global acquisition strategy by paying £100m (\$156m) for Tolley, the UK tax and legal publisher, and hinting at a further £2bn spree.

Reed, which yesterday unveiled a 13 per cent increase in first-half profits, said it was seeking acquisitions in scientific, professional and business information markets, particularly in North America.

This expansion drive is likely to focus on electronic publishing, which Reed executives predict could account for 40 per cent of group sales by 2005. "Hard copy publishing will not die, but online information is becoming increasingly important," said Mr Nigel Stapleton, co-chairman.

He was speaking after Reed

announced plans to develop electronic publishing at Tolley, acquired from United News & Media, the UK media and financial services group.

United said it would use the disposal proceeds - together with a further £142m raised since April's merger with MAI - to reduce net borrowings.

But United and Reed Elsevier refused to comment on their interest in Blenheim Group, the exhibitions group in talks with both companies.

Nevertheless, it is thought negotiations between Blenheim and Reed are continuing at an exploratory level.

Mr Stapleton would not be drawn on plans for Reed Exhibitions, which contributed to profits up to £165m (£149m) in the business division.

Elsewhere, he highlighted strong growth in scientific and professional publishing as the group reported pre-tax profits

up from £370m to £417m on sales of £1.7bn (£1.81bn) in the six months to June 30.

Most analysts welcomed the figures and predicted full-year profits of about £810m, and about £920m in 1997.

Mr Stapleton said it was a creditable performance, particularly given sluggish market conditions in travel publishing and a disappointing first half at Reed Books in the UK.

The group this year shelved plans to sell the consumer books subsidiary - publisher of titles including Thomas the Tank Engine and Winnie the Pooh. Yesterday it said it was continuing to prepare the unit for disposal.

Senior executives played down suggestions of further large disposals and concentrated instead on acquisitions. "We could spend up to \$3bn without overstretching the balance sheet," said Mr Stapleton,

who pointed out that the group had interest cover of more than 19 times.

He said it was eyeing a "couple of \$500m turnover businesses" in legal and business publishing.

The co-chairman admitted the biggest gap for the group was in financial publishing, although it had links with Bloomberg, the US wire service, through its Lexis Nexis electronic information arm.

Bloomberg has been mentioned by some analysts as a potential target for Reed Elsevier, as has Dun & Bradstreet, the US financial information and market services group.

Mr Stapleton declined to comment on possible targets.

Shares in Reed International, the group's UK quoted arm, fell 5p to £11.45p, while shares in Elsevier - the Dutch arm - fell £1 0.30 to £1 26.40. Lex, Page 12; Details, Page 17

SocGen to raise Crosby Securities holding to 75%

By John Ridding in Hong Kong

Société Générale, the French banking group, is to take a majority stake in Crosby Securities, the investment bank, to form a new Asian brokerage and corporate finance institution, the companies said yesterday.

Terms of the deal were not disclosed but the agreement, which gives Société Générale a controlling stake in Crosby's two biggest businesses, will see the French bank raise its holding in Crosby Securities from 49 to 75 per cent. The two companies will also inject US\$20m each into the new institution, which is expected to be called SocGen-Crosby.

The agreement marks a strategic expansion in the region for Société Générale and a reversal in strategy for Crosby, the small but aggressive Asian bank which recorded a loss last year and which has seen a string of staff departures.

Both companies rejected the description of a takeover, but Mr Timothy Beardson, founder and chairman of the privately-held Crosby Group, said the deal marked a departure from his strategy of selling minority stakes to industry partners. "This is a once and for all choice to be part of a major player," he said.

Mr Yves Touloup, managing director of global equity at Société Générale said the deal would marry Crosby's expertise and contacts in the Asian region and the French bank's capital base of US\$12bn. This would allow the new institu-

tion to be a force in regional primary market operations. "We intend to be very aggressive in penetrating the market," he said.

Since its foundation in 1984, Crosby has established offices in 20 countries, with its main operations in Hong Kong and Singapore. It has a strong reputation in research, but its presence in primary corporate finance activities has been limited by its size.

Crosby Securities has suffered a string of departures, including the managing director of its Singapore securities operation, its head in India and several research analysts. In response, Crosby has announced a management reshuffle.

Under the terms of the agreement, SocGen-Crosby will comprise Crosby's stockbroking and equity corporate finance divisions, which account for most of its 600 staff. Crosby Financial Holdings, the private Crosby Group company, will retain a 25 per cent stake in SocGen-Crosby.

Mr Beardson will remain chief executive until a replacement has been nominated by Société Générale. He will then focus on Crosby's businesses in fund management, debt securities and debt origination.

Mr Beardson said the group's performance this year had been satisfactory, given market conditions. Last year, Crosby recorded a loss of US\$1.9m on revenues of US\$64.5m, compared with a profit of US\$10.22m on revenues of US\$80.88m in 1994.

Procter & Gamble advance fails to calm growth worries

By Richard Tomkins in New York

Procter & Gamble, the US consumer goods company, yesterday produced a 14 per cent increase in underlying net profits for the fourth quarter but the figure failed to quell investor concerns about its short-term growth prospects.

Sales rose 5 per cent to \$35.3bn in the year but only 1 per cent to \$8.6bn in the fourth quarter. The shares were off 32¢ at \$89 in early trading as the market continued to focus on the likelihood of a slow-down in earnings growth in the current quarter, largely because of problems in the company's US healthcare business.

Last quarter's figures were

affected by exceptional items including the settlement of the Bankers Trust derivatives lawsuit, a gain on the sale of P&G's stake in the Alevé joint venture, a reserve for estimated losses on a pulp supply contract and a change in accounting rules.

Including these items, net profits rose 17 per cent from \$472m to \$554m and earnings per share rose 18 per cent to 77 cents - slightly better than the consensus forecast of 75 cents.

Without the exceptional, P&G said net profits would have been 14 per cent up at \$539m.

For the fiscal year ending in June, net profits rose 15 per cent to \$3.06bn. But without the latest quarter's exceptional items and a charge last year relating to the Kobe earth-

quake in Japan, the rise would have been 12 per cent.

Last month P&G sought to reassure investors about the strength of the business by announcing a \$1bn buy-back and lifting its dividend 12 1/2 per cent. But the shares have failed to regain their 52-week high of \$93 1/2 in spite of Wall Street's recent rally.

P&G has warned earnings per share are likely to grow only 8-9 per cent in the first quarter of the current year, largely because of weak US demand for its Crest toothpaste and over-the-counter products.

In Europe, P&G has also suffered the costs of stock and merchandising adjustments relating to its switch to a value pricing strategy.

German bank falls 39%

By Andrew Fisher in Frankfurt

Bankgesellschaft Berlin yesterday ended the run of sharply higher German bank results with the announcement of a steep drop in profits. This followed heavy investments in new computer systems and dealing facilities and high loan loss provisions.

Operating profits fell 39 per cent to DM531m (\$206m) from DM909m. Total costs were 12 per cent higher at DM1.8bn. Without the cost increase, profits would have been flat.

The bank said its second-half result would show a smaller decline than in the first six months. This is a retreat from its earlier forecast that the full-year result would match that of 1995.

The bank said the cost rise

was in line with its plans for the continued integration of the banks merged two years ago when the group was formed. Bankgesellschaft Berlin mainly includes Berliner Bank (a commercial branch bank), Landesbank Berlin (a public sector bank linked to regional savings institutions) and Berlin Hyp (a mortgage bank).

The group said the parent bank, Bankgesellschaft Berlin - a holding company and an investment bank - and Landesbank Berlin had switched to a unified data processing system this year, a step which Berlin Hyp had already taken. A new dealing centre had also been opened in Berlin, with costs further increased by investment banking expansion in Berlin and London.

Apart from the cost increases, group business was basically positive. Net interest income was 12 per cent higher at DM1.9bn, with commission income up 16 per cent to DM388m. However, the own-account trading result fell from a DM39m profit to a DM110m loss. The bank said this partly reflected write-downs on equity derivatives; these were more than offset by related interest income and dividends shown under interest income.

Last year, the group raised pre-tax profits 25 per cent to DM95m but held its dividend. Yesterday, it said risk provisions had been raised by 8 per cent in the first half to DM391m; actual loan loss provisions were DM549m, offset by profits of DM158m on securities in its liquidity portfolio.

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COMPANIES AND FINANCE: ASIA-PACIFIC

NEWS DIGEST

Gwalia in bid for Orion Resources

Sons of Gwalia, the acquisitive Perth-based gold miner, yesterday moved to secure its hold on Western Australia's Yilgarn gold region, when it announced a \$1.8-billion cash bid for the listed Orion Resources. The offer values Orion, in which the bidder already holds a 12.4 per cent stake, at about \$1.2 billion (US\$988m).

The Gwalia bid comes just months after it secured control of Gasgoyne Gold Mines, which is Orion's partner in the rich Yilgarn Star gold mine. Gwalia's offer for Gasgoyne was made in the face of a rival bid from Coeur d'Alene Mines, the Idaho-based mining group which already holds a 19.9 per cent stake in Orion.

Coeur, which still retains a sizeable minority stake in Gasgoyne, bought much of its interest in Orion from Homestake Mining earlier this year.

Gwalia said its offer for Orion was part of an "ongoing strategy of consolidation in the Southern Cross/Marvel Loch" belt, which lies to the west of Kalgoorlie. The acquisition would boost Gwalia's attributable gold production to about 500,000 ounces a year, making it one of Australia's top five gold producers.

In the year to end-June, Sons of Gwalia reported gold production of 303,116 ounces.

Gwalia added that its offer for Orion was conditional on the Australian Stock Exchange's gold index not falling below the 1,750-level during the offer period. The terms of bid would not be increased, in the absence of a higher rival offer.

On the stock market, shares in Orion jumped sharply, from A\$1.35 to A\$1.83. Sons of Gwalia, however, lost 12 cents to A\$8.38.

Nikki Tait, Sydney

OCBC ahead 15% at midway

Singapore's OCBC Bank Group reported a 15 per cent rise in net profits to S\$304.58m (US\$215m) for the six months ended June 30. The results were below market expectations. Analysts had a consensus estimate forecast for the bank at S\$278.5m for the full year.

"The main problem seems to be operating expenses, including provisions, which rose sharply," said Mr Michael Sia, analyst with Deutsche Morgan Grenfell.

OCBC's operating expenses, including provisions, jumped 27 per cent at the group level to S\$356.54m. At the bank level, they rose only 16 per cent to S\$207.01m. The bank said higher provisions were made for the six months but declined to elaborate what they were for.

Mr Sia said that going by the interim numbers, OCBC's full-year earnings would probably be closer to S\$650m instead of S\$700m. He said that group net interest income, which rose 12.6 per cent to S\$510.58m, was also slightly below his expectations. The group's net income rose 49.6 per cent to S\$125.63m in the first half of the year.

The bank said the rise was mainly due to higher real estate income, especially from its Countrywide residential project.

Reuter, Singapore

HK Electric falls 14.3%

Hongkong Electric Holdings, the monopoly electricity supplier on Hong Kong Island, yesterday reported a 14.3 per cent decline in net profits to HK\$1.72bn (US\$144m) for the first six months of the year, as contributions from the property development arm dried up. Last year, net profits stood at HK\$2.01bn at the halfway stage.

The company has previously respected strong contributions from Secan, its property development associate, particularly during the sale of flats in the mass housing South Horizons development. For the first six months of the year the company booked a modest HK\$16m as its share of profits from associates - essentially Secan - compared with HK\$503m for the same period last year.

On core business, cool and wet weather in April and May was blamed for the depressed growth in sales of 1.6 per cent in the first six months, but demand clawed back in June. Mr George Magnus, chairman, said further strong growth was witnessed in July, with a new record maximum demand of 2,118 MW being recorded. The company is keen to build out and increase its generating capacity, in order to capitalise on what it sees as growing demand, but has not yet received government approval.

Earnings per share fell 14.1 per cent from 99 cents to 85 cents, and the directors are recommending an interim dividend of 45.5 cents, up 10.97 per cent on the 41 cents paid last time.

Louise Lucas, Hong Kong

Whyte and Mackay eyes India

Whyte and Mackay, the Scotch whisky producer, is set to enter the Indian market through a joint venture with the Radio Khaitan group. Mr Brian Megson, finance director of Whyte and Mackay, told news agencies in Bombay that his company would have a 51 per cent stake in the joint venture, which will initially have an authorised capital of Rp180m (\$3m).

However, Mr Ken Hitchcock, chairman of Whyte and Mackay, said the terms of the joint venture were still under negotiation. Although his company would hold a majority stake, he said the joint venture would launch several of the company's brands in India within a month, and production had already started at facilities in the country owned by Radio Khaitan. Mr Hitchcock said Whyte and Mackay, the world's third largest maker of whisky, would adopt a conservative approach to the Indian market.

Tony Tassell

Regent Pacific plans listing on HKSE

By Roger Taylor

Regent Pacific, the Hong Kong-based fund management group with a reputation for making hostile takeover bids, is planning to list on the Hong Kong Stock Exchange this autumn. The move comes after Regent bought about 25 per cent of the company in July from Altamire, a Canadian investment fund. Until recently, Altamire was the majority shareholder in Regent with about 60 per cent of the company. Earlier this year, Regent announced plans to place this stake. About half was sold for US\$72m to a range of institutions at \$2.75 a share. The remainder was bought in by Regent.

Brokers pointed out that Regent had been keen to make sure that the sale of Altamire's stake did not result in any one shareholder being in control of the company. Regent now plans to issue up to \$100m worth of shares on the Hong Kong Stock Exchange. The offering is likely to be sponsored by Nomura.

The listing will give Regent's new institutional investors an easy means to sell their investment, while allowing Regent to raise new capital for expansion.

The company is worth about \$250m and is about 40 per cent owned by management and staff. Regent Pacific has grown rapidly since it was founded in 1991 by former employees of UK fund management group Lyndal, now part of Jupiter.

Registered in the Cayman Islands, it manages \$2.1bn from offices in Hong Kong, London, and Bermuda. Its fastest growing market is Russia. It currently manages four Russian equity funds and a debt fund, worth in total more than \$400m. It is launching a new range of Russian investments designed to double the amount it manages in the region over the next six to eight months.

Regent is probably best known for its aggressive strategy of making hostile takeover bids for closed-end funds where the shares trade at large discounts to net asset value. If successful, it breaks up the fund and sells off the assets.

Most recently, Regent's London subsidiary, Regent Kingpin, launched a bid for the GT Chile Growth Fund. The bid ended in stalemate, with GT and Regent eventually agreeing to split the fund between them.

However, Regent emphasises that this is only a small part of its business. Its Undervalued Assets trust, which specialises in aggressive takeovers, is worth just \$355m, or about 15 per cent of its funds under management.

Fujitsu plans new logic chip facility

By Michio Nakamoto in Tokyo

Fujitsu, the Japanese electronics group, said yesterday that it plans to invest about ¥150bn (\$1.38bn) in a new facility to manufacture logic chips in Japan next year.

Fujitsu, which owns a majority stake in ICL, the UK-based computer and computer services company, intends to strengthen its business in logic semiconductors in the wake of a worldwide plunge in memory chip prices.

Currently, memory chips make up 45 per cent of Fujitsu's semiconductor business, with logic chips comprising 42 per cent. Unlike memory chips, which store numeric information, logic chips - which include microprocessors, microcontrollers and digital signal processors - process signals or data.

The logic chips Fujitsu plans to manufacture will be used in television set-top boxes and portable terminals - a market which it believes will expand with the development of multimedia products.

Fujitsu said yesterday it would postpone for six months the start-up of a new flash memory facility it has built in northern Japan, in a joint venture with Advanced Micro Devices of the US. Flash memory chips, which retain information even after the electricity has been switched off, are used widely in portable equipment.

The facility was to have started volume production next May. However, expansion plans by competitors have raised concerns about falling prices and prompted Fujitsu to delay volume production. Fujitsu now expects its flash memory business in 1996 to generate sales of ¥85bn, compared with an initial forecast of ¥110bn.

Yesterday's announcement came less than 24 hours after CCA unveiled a first-half profit of A\$58.9m after tax, on sales of A\$1.79bn. Although profits increased by 26.1 per cent, earnings per share were flat and some analysts viewed the figures as disappointing. Yesterday, in the wake of the Kuok news, CCA shares closed up 4 cents, at A\$15.55.

Kuok group acquires 9% holding in CCA

By Nikki Tait in Sydney

Kerry Group, the private Hong Kong-based holding company controlled by Mr Robert Kuok, the Malaysian-Chinese businessman, is to invest about A\$667m (US\$518m) in Australia's Coca-Cola Amatil for a 9.275 per cent stake.

The investment in the soft drink bottler is being made via a placement of 46m shares at A\$14.51 each, a 4 per cent discount to yesterday's opening price of A\$15.14. A "senior member" of Kerry Group will also be invited to join CCA's board.

As a result of the deal, the Atlanta-based Coca-Cola group's stake in CCA - which dropped below 50 per cent after a rights issue last year - will fall to 38 per cent.

If the transaction is approved by Australia's Foreign Investment Review Board, it will mark the second significant tie-up between the Kuok group and a leading Australian-listed company. In September, Kuok announced that it was taking a 25 per cent interest in the Asian business built up by CSR, the building materials, aluminium and sugar group, for an undisclosed sum.

CCA said yesterday that the money raised from the sale of shares to Kerry would allow it to step up its investment plan, "particularly in eastern Europe and Indonesia". The Australian bank has been highly acquisitive recently, increasing its interests in Austria, Poland, Croatia, Switzerland and Ukraine.

But Mr North Cole, joint managing director at CCA, stressed the deal was the basis of a "strategic alliance". Kerry has been active for many years in Indonesia, which has become one of the fastest-growing bottling operations within the CCA group, he said. Kerry's own beverage arm included 10 Coca-Cola bottling joint ventures in China.

Mr Cole said that the two groups might achieve economies by pooling their procurement of raw materials, including aluminium, PET and sugar. Their alliance would strengthen both companies' beverage operations in east and south-east Asia, he said.

Yesterday's announcement came less than 24 hours after CCA unveiled a first-half profit of A\$58.9m after tax, on sales of A\$1.79bn. Although profits increased by 26.1 per cent, earnings per share were flat and some analysts viewed the figures as disappointing. Yesterday, in the wake of the Kuok news, CCA shares closed up 4 cents, at A\$15.55.

Bankers Trust arm clear to take 15% Fairfax stake

By Nikki Tait

The Australian federal government has cleared the path for Bankers Trust Australia, part of the US-based investment bank, to acquire a "portfolio interest" of almost 15 per cent in John Fairfax, the country's leading newspaper publisher.

The government yesterday said it had "decided to raise no objection under foreign investment policy to a proposal by BTA and its associates to acquire a portfolio interest in John Fairfax of 14.99 per cent". However, BTA had undertaken to limit its voting interest to limit its voting interest to less than 5 per cent, said Mr Peter Costello, federal treasurer.

"The foreign investment approval for this case... has been on the condition that BTA limit its voting to less than 5 per cent," he said. BTA has recently lifted its stake in Fairfax, and is currently thought to hold around 8 per cent of the shares.

The Australian publisher, in which three media magnates - Mr Conrad Black, Mr Kerry Packer and Mr Rupert Murdoch all hold stakes - has been subject to long-running bid speculation.

However, constraints on the ownership of media assets in Australia prevent all three businessmen from bidding for Fairfax at present.

The new federal government has said it will review these limits, although it has yet to set up the promised inquiry.

Swire lifts first-half profit 5.6%

By Louise Lucas in Hong Kong

Swire Pacific, the Hong Kong conglomerate, yesterday reported a 5.6 per cent increase in interim net profits, to HK\$3.05bn (US\$394.4m) for the six months to June, from HK\$2.89bn in the same period last year.

Sales of main developments would begin in the second half. Analysts said Swire would sell flats in its residential block, Island Place, in the fourth quarter. Rent increases and a full contribution from one of its new office blocks, Dorset House, produced "satisfactory growth" in net real income, said Mr Peter Sutcliffe, chairman.

Dorset House had been redeveloped by Swire, retracting a number of blue chip companies fleeing the higher rents commanded by landlords in the traditional business district of Central.

In aviation, Swire benefited from the HK\$1.65bn net profits posted by Cathay Pacific, Hong Kong's de facto flag carrier, which reflected proceeds from the sale of shares in Dragonair.

Swire's stake in Cathay Pacific fell to 43.9 per cent following a HK\$6.3bn new share issue after the April reshuffle.

Mr Mike Warren, analyst at Morgan Stanley, said that while the results matched his expectations, investors were likely to be disappointed by the performance of the industries division.

The new companies, set up after the finance ministry removed some of the market barriers between the two sectors earlier this year, will commence business on October 1.

The six life companies include the biggest, Nippon Life, as well as Dai-ichi Mutual Life and Sumitomo Life, while among the 10 non-life companies are all the big insurers, including Mitsui Marine and Fire, Tokio Fire and Marine and Sumitomo Marine and Fire.

The change is likely to be more damaging for life assurance companies, which have been chronically weakened by the falling Japanese equity and property markets over the past five years.

Lower interest rates and a strong yen have further undermined the value of their assets, and several of them are barely able to meet the costs of their liabilities.

Non-life companies, by contrast, tend to be relatively sound institutions - rare in Japan's troubled financial markets.

The new subsidiaries will apply to the finance ministry for business licences later this month.

However, the move may cause further diplomatic problems for the Japanese government with the US.

The current trade talks between the two countries on the opening of the Japanese insurance market have stalled.

Washington is urging a freeze on entry into the accident insurance sector by the non-life subsidiaries of life insurers.

Japanese insurers begin shake-up

By Gerard Baker in Tokyo

Six of Japan's leading life assurance companies and 10 non-life insurers yesterday established subsidiaries to enter each other's businesses.

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COMPANIES AND FINANCE: THE AMERICAS

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NEWS DIGEST

AMR plans to float Sabre

AMR, the US parent of American Airlines, yesterday announced plans to float its Sabre computer reservation system on the stock market through an initial public offering that could value the company at about \$3bn. The offering, led by Goldman Sachs, is expected to take place in the fourth quarter.

Sabre, which made pre-tax profits of \$371m last year on revenues of \$1.6bn, is one of the world's biggest computer reservation systems. Its main rivals are Amadeus and Galileo, both owned by consortiums of international airlines, but it also faces increasing competition from other companies providing information technology services, such as Electronic Data Systems.

AMR announced in April that it was turning Sabre into a separate subsidiary as a prelude to an initial public offering or some form of strategic partnership. Yesterday it said it had decided to sell up to 20 per cent of the subsidiary's common stock in an offering priced at up to \$50m, retaining majority control of the company. AMR believes Sabre will be able to compete more effectively as a stand-alone company because its managers will be more highly motivated and because other airlines will be more prepared to do business with a company that is independent of American Airlines.

The flotation will also cut AMR's costs by between \$120m and \$140m a year, partly because the relationship between the two will be put on a more commercial footing and partly because Sabre will assume \$350m of airline debt. AMR's shares rose 2 1/2 to 3 1/4 in early trading yesterday.

Richard Tomkins, New York

Pharmacia in deal with Gilead

Pharmacia & Upjohn, the US-Swedish drugs company, is to broaden its newly-created eye medicine operations by marketing Vistide, a drug made by Gilead, one of the few US biotechnology companies that has successfully launched a product. Vistide treats a complication of Aids, called CMV retinitis that can blind patients.

The deal signals Pharmacia & Upjohn's commitment to the eye medicine market following the aborted attempt to merge with Allergan, a US firm in the area. That deal was abandoned because of complications relating to a stake in Pharmacia and Upjohn held by Sweden's Volvo. Last month Volvo offered that stake for sale.

Under yesterday's agreement, Gilead will receive \$10m on receipt of a European marketing authorisation for the drug. Pharmacia & Upjohn will also acquire \$40m of newly issued Gilead preferred stock.

The stock will be priced at 145 per cent of the average closing price of Gilead's shares over the 30 trading days before marketing authorisation in Europe. Other financial terms, including royalty payments, were not disclosed.

Gilead shares rose 1 1/4 to 2 1/4 in early trading in New York.

Daniel Green

Apple to stagger upgrade

Apple Computer, the struggling US maker of personal computers, has announced it will release a long-awaited upgrade to its Macintosh operating system in stages, in an attempt to give its customers early access to new technologies.

Speaking at the Macworld Expo trade show in Boston this week, Dr Gilbert Amelio, Apple chief executive, said the first piece of the new operating system would be available in January 1997. Additional operating system upgrades will follow at six-month intervals.

The next version of the Macintosh operating system, known by its code name Copland, has been delayed by more than a year until the second half of 1997. The first piece of Copland, called Harmony, will include key Internet and video technology.

Tom Foremski

Sara Lee up 18% in term

Sara Lee, the US food and consumer products group, ended its fiscal year to June with an 18 per cent increase in net profits from \$214m to \$253m in the final quarter, the company reported yesterday. For the full year, net income rose by 15 per cent to \$880m and the company predicted further gains throughout the year just begun.

In packaged foods, operating profits rose by 9 per cent to \$121m in the fourth quarter while in consumer products, operating profits rose by 14 per cent to \$283m.

In legwear, unit volumes were down but profits rose because of the company's increasing emphasis on higher-margin products. World-wide knit products saw double-digit profit increases, intimate sales increased 4 per cent, and the household and personal care division reported higher sales and operating profits for the quarter.

Richard Tomkins, New York

Dataquest cuts sales forecast for Windows 95

By Paul Taylor

The continued success of older versions of Microsoft Windows has held back the uptake of Windows 95. Microsoft's latest personal computer operating system which was launched amid a blaze of publicity a year ago.

As a result, Dataquest, the US-based market research group - which had already been forced to cut its early over-optimistic predictions for Windows 95 sales - yesterday cut its forecast again.

The market research group now predicts that about 45.7m units of Windows 95 will be shipped by the end of 1996, down 27 per cent from estimates made earlier this year.

Microsoft itself has steadfastly avoided predicting Windows 95 sales, although the software giant said recently that it expected to have sold 40m copies of the software by the 19-month anniversary of its launch later this month.

Dataquest said yesterday that its lower growth estimates for Windows 95 stem from corporate hesitation about moving to Microsoft's new operating system, a complicated and costly transition that in many cases requires upgrades of both hardware and software on thousands of personal computers.

"Large and medium-size companies are driving the continuing strong demand

for Windows 3.1x," said Mr Chris Le Tocq, Dataquest's principal systems analyst.

Mr Le Tocq said initially aggressive upgrade plans had been deferred, "driven by high expectations for Windows NT 4.0 and an assessment that Windows 95 is an interim desktop solution, a stepping-stone to Windows NT."

Windows NT 4.0 is the latest version of Microsoft's corporate desktop computer operating system. Microsoft has attempted to position Windows 95 as the operating system for home computers and ordinary desktops while targeting the more secure and robust Windows NT software at "mission critical" corporate applications.

However, it appears that some corporate users are waiting for the new version of Windows NT which incorporates key features of Windows 95, including its ease-of-use, and is due to be released this autumn.

Earlier this year, Dataquest had forecast that Windows 3.1x shipments would shrink to 9.5m units in 1996, but because of demand for the operating system in the first half of this year, the research group said it now expects shipments to fall to 20.9m units this year, from 39.6m last year.

Dataquest still estimates that Windows 95 sales will still outpace shipments of all other operating systems in 1996, including Windows 3.1.

Service charges help lift Banco Itaú in first half

By Jonathan Wheatley in Sao Paulo

Banco Itaú, Brazil's second-biggest private-sector bank, said yesterday a doubling in receipts from service charges helped raise first half profits to R\$277m (\$274m), from R\$187m in the same period last year, in spite of restrained economic activity and continuing high levels of non-performing loans.

Comparing the figures is complicated by recent changes in Brazilian corporate law. The government prohibited banks from publishing inflation-adjusted balance sheets at the end of last year as part of its anti-inflationary strategy of

removing automatic adjustments from the economy. Itaú said its profits in the first half would have been R\$220m if adjusted in line with inflation of 7 per cent during the period.

Return on shareholders' equity of R\$3.54bn was 16.2 per cent according to corporate law; if adjusted in line with inflation, the bank said its shareholders' equity would have been R\$3.57bn, giving a rate of return of 12.5 per cent, down from 13.7 per cent in the first half of 1995.

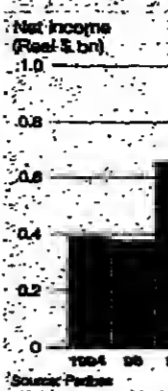
Mr Roberto Setubal, chief executive officer, said the bank's performance was helped by an increase in business volume. "This was important as it compensated for the reduc-

tion in spreads," he said. Brazilian interest rates remain very high by international standards in spite of continuing reductions. The central bank's basic rate fell from 278 per cent a month at the end of 1995 to 138 per cent in June.

Mr Setubal said the rate of loans overdue by between 11 and 30 days fell from 5.1 per cent in June 1995 to 2.2 per cent this year; the level was still high, however, and more progress was expected. Receipts from service charges rose to R\$653m from R\$326 last year.

Mr Setubal said the bank concentrated in the first half on implementing initiatives begun last year, including the purchase of Banco

Banco Itaú



Earnings per share (Real \$)



Frances & Brasileiro and a joint venture with Bankers Trust of the US. The results

of these and other adjustments would be seen later in 1996 and in 1997.

Mr Jorge Kotani of Lafis, a São Paulo firm of analysts, said Itaú, in common with other Brazilian banks, was undergoing a change of emphasis from earnings on financial intermediation to retail services and other areas such as insurance and pensions.

"Last year banks were still making a lot of money on the free float provided by inflation," he said. "Those earnings are falling, but many banks still have the high levels of staffing that the old regime demanded, making them less productive. By next year the adjustments should be made - that's when banks' results will reflect their real earning power."

Downturn in UK travel limits Thomson to 6% rise

By Bernard Simon in Toronto

Thomson Corporation lifted second-quarter earnings by 6 per cent, with a slump in the UK package-tour market partly offsetting improvements in the Canadian-controlled group's publishing and newspaper business.

The travel division's operating profits were down by 23 per cent to US\$27m with a

6 per cent drop in sales. Thomson ascribed the decline to "difficult" conditions in May and June. The company cut 1996 summer holiday capacity by more than 10 per cent in an effort to avoid last year's fierce price discounting.

Excess capacity resulted in some late-season price-cutting, although Thomson said overall discounts were lower than last year.

Group earnings climbed to US\$86m, or 15 cents a share, in the three months to June 30, from \$84m, or 14 cents, a year earlier.

Sales shrank by almost 4 per cent to \$1.76bn, reflecting lower travel revenues and the disposal of UK and North American newspapers.

First-half earnings advanced to \$33m, or six cents, from \$11m, or two

cents. Sales fell to \$3.08bn from \$3.17bn. The improvement was largely due to the sale of Thomson's Scottish newspaper centre early this year, and to lower debt-service charges.

The Thomson family, which controls 69 per cent of Thomson's shares, said separately it had extended to mid-2002 its commitment to reinvest at least half its dividends from the company.

The extension reflects Thomson's appetite for cash following its recent \$3.4bn purchase of West Publishing, the US legal publisher.

The dividend reinvestment will be accomplished by quarterly purchases of Thomson shares through private placements. The family plans to inject C\$47.5m through the first private placement on September 16.

The publishing division's operating profit rose to US\$101m from \$85m, in spite of higher costs to develop new products in the health-care, financial and professional publishing sectors. West's results have been included for the final 10 days of the period.

Thomson Newspapers' earnings rose to \$81m from \$53m, with cost-cutting measures producing improved margins.

The Generali Group strengthens its position world-wide
 to 20 billion ECU in premiums and 2 billion ECU profit

GENERALI

THE INSURER WITHOUT FRONTIERS.

GROUP BUSINESS

In 1995, with premiums totalling 16,800 million ECU, the Generali Group confirmed its position as one of the top five European insurers and as a world-wide leader in the insurance market.

Last year, the Group continued its policy of strengthening its position in the strategically most important markets, structural reorganisation in certain markets and laying the foundation for territorial expansion as well as the development of new business activities.

The most important operations carried out during 1995 and in the first months of 1996 were:

- the acquisition of the controlling stake in *La France Vie* and *La France IARD*, thanks to which the Generali Group increased its market share in France from 2.3% to 3.3%;
- the consolidation of the shares held in five Swiss subsidiary insurance companies into *Generali (Switzerland) Holding* and initial steps to consolidate the Colombian companies into *Generali Colombia*;
- the launch of the newly created *Generali Pofistovna* in the Czech Republic;
- the setting up of three companies in Italy, two in the pension funds sector and one for real estate administration of the Parent company and Italian subsidiaries.

Furthermore, Generali has signed an important agreement with the AXA Group. This foresees the dissolution of the reciprocal stakes in two non-quoted holding companies, which have operated since 1990, and of the direct presence of Generali in the capital of AXA with a freely available 11% share. The Generali Group will also acquire the total capital of the GME-Generali Midi Expansion Holding, whose subsidiaries include Business Men's Assurance.

PARENT COMPANY RESULTS

The AGM of Assicurazioni Generali, held in Trieste on 29th June 1996, approved the 1995 financial statements, which showed a net profit of 238 million ECU (217 million in 1994), with a dividend of 375 lire per share (585.9 lire including tax credit). Pursuing the traditional strategy for the consolidation of assets, Shareholders approved to appropriate 76.9 million ECU, taken from the profit, to the extraordinary reserve.

The Extraordinary Meeting decided to increase the share capital from 1,603,250 million lire to 1,763,575 million through the free allocation of one share for every ten held. The new shares qualify for dividend from 1.1.1996.

The Board of Directors, which met after the AGM, confirmed as Chairman Mr. Antoine Bernheim, Vice Chairman and Managing Director Mr. Gianfranco Gutty and Vice Chairman Mr. Francesco Cingano.

<http://www.generali.com>

The Generali Group operates in Italy and also in: Argentina, Austria, Belgium, Brazil, Canada, Colombia, Czech Republic, Denmark, Ecuador, France, Germany, Great Britain, Greece, Guatemala, Guernsey, Hong Kong, Hungary, Ireland, Israel, Japan, Lebanon, Luxembourg, Malta, Mexico, Netherlands, Panama, Peru, Portugal, Romania, Singapore, South Africa, Spain, Switzerland, Turkey, United Arab Emirates, United States.

Central Head Office in Trieste (Italy) - United Kingdom Branch in London and seven other UK Centres.
 The Generali Group also operates in the United Kingdom through: Dog Breeders' Insurance, Northern Star Insurance, Europa Assistance, Europ Assistance, and Harris & Dixon Insurance Brokers.

THE INSURER WITHOUT FRONTIERS.

Fujitsu plans new logic chip facility

Japanese insurers shake-up

Canada

COMPANIES AND FINANCE: EUROPE/MIDDLE EAST

Bonus payout for ABB AG investors

By William Hall in Zurich

ABB, the international electrical engineering group based in Switzerland, is looking to tidy up its complicated capital structure by giving shareholders of ABB AG, one of its two quoted parents, a special payment totalling SF456m (\$377m). The group announced the move yesterday as it reported first-half net income up 22 per cent at \$658m.

most tax-efficient solution.

The capital repayment, combined with the 11th consecutive quarter of double-digit profit growth, led to a SF19 rise in ABB AG's bearer shares, to SF1,492. The 22 per cent growth in first-half profits, while considerably slower than in 1995, compares with a 4 per cent rise in revenues, to \$16bn, and an unchanged order intake of \$16bn.

per cent in the first three months of 1996. ABB expects to report a further rise in net income for the full year.

However, the company is feeling the slowdown in many of its main markets. Pre-interest operating earnings rose only 4 per cent, to \$1,43bn, with net income boosted by a drop in interest charges and a fall in the tax rate from 42 per cent to 40 per cent.

full year. Profits at Adtranz, the joint venture with Daimler-Benz, also fell.

ABB's revenue and order figures are depressed by the merger of its railway transportation business with that of Daimler-Benz at the start of 1996. Adjusting for this, ABB's revenues rose 9 per cent and the order intake, 7 per cent. However, ABB said the slowdown in its order intake confirmed the sluggishness in industrialised markets, particularly in western Europe.

Growth warning as Veba rises 17%

By Michael Lindemann in Bonn

Veba, the German industrial conglomerate, said yesterday that interim net profits rose 17 per cent to DM743m (\$661m), but warned it would not maintain the strong growth during what is expected to be a lacklustre second half.

The jump in net profits was driven mainly by PreussenElektra, Veba's electricity subsidiary, which benefited from a long winter. Other Veba activities fared less well. Profits in the Hills chemicals division fell by an unspecified amount in spite of higher demand for its silicon wafers.

Worst affected was the trading and services division, Veba's biggest, which was hit by a downturn in the construction industry during winter and by growing competition on Germany's inland waterways where Veba operates a fleet of barges.

Stronger competition and general economic stagnation meant that several of Veba's activities were hit by price falls, which caused a 0.5 per cent drop in group sales to DM36.59bn, down from DM36.78bn during the same period a year ago.

Prices for commodity chemicals fell "significantly" although Veba declined to give figures, while prices for specialty chemicals edged off slightly.

Avi Machlis

NEWS DIGEST

Margins squeeze hits Fokus profit

Fokus, the Oslo-based bank, yesterday announced a fall in interim profits from Nkr311m to Nkr261m (\$40.7m). Profit before credit losses dropped from Nkr297m to Nkr276m. Net interest income, the bank's core business, fell from Nkr197m to Nkr163m, reflecting the tough competition and continuing pressure on interest margins that Norwegian banks face.

Total other income was down from Nkr228m to Nkr219m. Operating costs, however, also fell, from Nkr428m to Nkr406m in the first half 1996.

Fokus's result came the day after Christiania Bank, Norway's second-biggest commercial bank, reported second-quarter net profits down 50 per cent to Nkr644m because of a big reduction in the recovery of previously written-off loans. But Christiania's net interest income grew 8 per cent to Nkr646m and total non-interest income was up 17 per cent at Nkr991m.

The Norwegian government was left holding majority stakes in several of the country's banks, including Fokus and Christiania, after rescuing them from a bad loans crisis in 1990. The banks returned to profit about two years ago, and the State Bank Investment Fund last October reprivatised Fokus by selling off its 85.9 per cent stake in the bank. The government in June sold 19 per cent of shares in Den norske Bank (DNB), reducing the state-held stake to 52 per cent. Earlier, the state cut its stake in Christiania to 51 per cent from 69. DNB will present its half-yearly results on August 18.

Reuter, Oslo

FLS signs deals worth \$156m

Fuller, one of the leading manufacturers of cement mills, has signed contracts worth around \$156m. The company, part of the Danish FLS group, said it had agreed three large deals with Korean firms, and two in North America. The largest contract, worth \$68m, is with Korea's Daewoo Corporation for a clinker production line destined for Indonesia. Fuller has also signed a \$45m deal with Korea Heavy Industries and Construction for process equipment for Perak Hanjooong Simer in Malaysia. A further \$10m will come from the sale of components for a production line operated by Halia Cement in Okke, Korea.

The orders confirm reports of strong growth in south-east Asia at FLS year-end in March. Group turnover in 1995 was Dkr1.15bn (\$32m), up 25 per cent on the year-ago figure. Fuller's subsidiary, Fuller-FL Smith & Co, is supplying equipment and services for a new production line at Lafarge Canada's plant in Richmond, British Columbia. The sale is worth about \$15m. Earlier this year, Fuller secured an order for a further \$15m from Ash Grove Cement in Utah.

Andrew Arnold, Copenhagen

Santander cuts US bank stake

Banco Santander, the Spanish banking group, said it had sold a 1.3 per cent slice of its stake in First Union Corporation of the US for \$290m on the New York Stock Exchange. It indicated it would probably make further small disposals to bring its holding in the North Carolina-based bank to just below 30 per cent.

The block sale of 3.7m shares, handled by Goldman Sachs, means a capital gain of Pta14.08bn (\$11.8m) for Santander, which will be reflected in its third-quarter results. Analysis saw the move as freeing up resources for new investments, especially in Latin America. Santander said the sale would enable it to strengthen its capital ratios under Spanish legislation governing regulatory treatment of non-consolidated shareholdings.

The bank received its 11.4 per cent stake in First Union in exchange for a 29.9 per cent holding in New Jersey's First Fidelity, under the terms of a merger between the two US banks which took effect in January this year. Since the merger, First Union has joined the IBOS cross-border banking network which Banco Santander set up with Royal Bank of Scotland five years ago, and which includes six other European banks. The Spanish group recently reported a 15.2 per cent rise in attributable net profit for the first half, to Pta65.9bn.

David White, Madrid

Nordtank in Iranian deal

Danish windmill manufacturer Nordtank has sold 27 wind turbines to Iran in a \$10m deal financed by the World Bank. The order, for 19 300KW and eight 550KW generators, is the second order from Iran. Nordtank says the order is a significant breakthrough, both in the Iranian market and in dealings with the World Bank.

Andrew Arnold

Infonie admits to poor sales

French online service group Infonie yesterday admitted sales were weak, but said it remained confident it would reach break-even without making a cash call. "It's clear that our sales are not going as well as we thought," Mr Christophe Sapey, managing director, said. "But we remain confident. We will go on the offensive."

Mr Sapey said Infonie was confident of having 10,000 subscribers by September 19, when it plans an announcement to coincide with the Apple Expo in Paris.

Reuter, Paris

Makhteshim reaps rewards of strategy

Brand registration has helped Israeli agrochemical group's overseas expansion

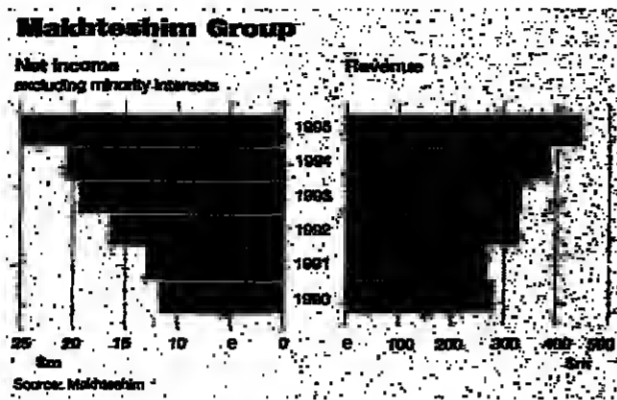
Makhteshim-Agan, an Israeli generic agrochemicals group, was exporting to its Arab neighbours long before the peace accord in 1993. And, after more than doubling net income in the last six years, to US\$25m, it hopes to maintain steady growth by penetrating new markets.

Last week, the company spent \$7m buying 49 per cent of Aragonese Agro, a Spanish manufacturer and distributor of crop-protection chemicals with 1995 turnover of \$32m.

The group is divided into two: Makhteshim Chemical Works, which is 65 per cent owned by Kooron, a major producer of insecticides and fungicides; Agan, 47 per cent owned by the group, produces herbicides. The two account for 85 per cent of the group's output, with other products, including specialty aroma chemicals and industrial chemicals, making up the remainder. The group's basic strategy is to enter production and marketing immediately after product patents expire.

Group revenues reached \$49m in 1995, up 15 per cent from \$42m in 1994, while net income, excluding minority interests, rose 20 per cent to \$24.8m. While revenues trail non-generic or "ethical" companies, Makhteshim leads the pack among international generic manufacturers.

The bulk of sales are outside Israel - 85 per cent in 1995 - but the value-added nature of Makhteshim's products, which sell for thousands of dollars a ton, offsets shipping costs. "That takes away the so-called disadvantage of manufacturing at the corner of the world," says Mr Daniel Porat, Makhteshim vice-president.



Source: Makhteshim

While the world agrochemical market grew 15 per cent between 1990 and 1995, to \$30.3bn, Makhteshim's revenues surged almost 60 per cent. The company attributes its success to spending during the 1980s on registering products abroad - these investments reached \$12m-\$15m a year in the early 1980s. As registration procedures grew stricter, however, investment in what the company calls "defensive data" paid off, and eased entry into new markets.

Makhteshim's strategy shifted to acquiring distribution companies and expanding into new markets. Especially attractive is South America, where the agrochemical market grew 31 per cent between 1993 and 1995, to \$3.27bn. The continent is also attractive, says Makhteshim, because patents expire after 15 years, compared with 20 years in most countries.

In February, Makhteshim bought 49 per cent of Herbitecnica, a Brazilian-based pesticide company with 1995 revenues of \$61.5m, to serve as a marketing and manufacturing vehicle for further penetration in Latin America. Analysts say Herbitecnica should contribute more than \$55m to consolidated group revenues in 1996.

But despite strategic planning and a solid 1995, Makhteshim has showed signs of slowing, and the company sees growth dropping to about 5 or 6 per cent. Revenues for the first quarter of 1996 rose 12.3 per cent to \$17.8m, but net profits slipped from \$12.8m last year to \$12.2m. The results reflected high raw materials prices and unfavourable

weather conditions in important markets, which served to do Makhteshim's job for farmers by preventing development of crop-damaging fungi and pests. Meanwhile, the company is struggling to sell its troubled paint plant Prizma. Prizma's \$2.5m losses in the past three years were written off in the fourth quarter of 1995, and another \$1.3m was written off in the first quarter of 1996.

ofel - PROPOSED MODIFICATIONS OF THE LICENCE OF BRITISH TELECOMMUNICATIONS (BT)

1. The Director General of Telecommunications (the "Director"), in accordance with section 12 (2) of the Telecommunications Act 1994 (the "Act"), hereby gives notice that he proposes to make modifications to the licence granted to British Telecommunications ("BT") on 22 June 1984.

2. In June this year the Director published a formal notice of proposed modifications to BT's licence to deal with Fair Trading and the Control of BT's Prices. In response to representations the proposed condition to deal with Fair Trading now differs in some respects from the condition described in the notice published in June.

3. The principal modification to BT's licence to deal with Fair Trading which the Director now proposes to make and its effect are described in the Schedule below. The Director also proposes to make some other and consequential modifications for the purposes of the principal proposed modification. The Director proposes that the modifications described below should be made at the same time as those in respect of controls over BT's raised prices, of which he also gave formal notice in June of this year. The Director believes that the modifications are not necessary formally to be made on them.

4. The reasons for the proposed modifications on both Fair Trading and the Control of BT's Prices are set out in some detail in OFTEL's consultative document "Effective Competition: A Framework for Action" (July 1995), "Fair Trading in Telecommunications" (October 1995) and "Pricing of Telecommunications Services from 1997" (June 1996).

5. FAIR TRADING CONDITION

5.1. The telecommunications market is going through a period of fundamental change. Over the last few years it has moved from monopoly through duopoly, to a market with about 150 Public Telecommunications Operator licences and many other companies offering a range of different facilities and services. Regulation must evolve to meet the needs of a changing market.

5.2. Regulation is generally an imperfect substitute for competitive market forces, which can be hindered rather than enhanced by the maintenance of heavily-tied, backward-looking rules. OFTEL needs to be able to take effective and speedy action against anti-competitive practices, while beginning the essential process of withdrawing from prescriptive rule-making and detailed price control.

5.3. BT remains a significant player in many telecommunications markets. BT's licence has many detailed, prescriptive licence conditions. The time is now right, however, for a move towards a regulatory approach which is lighter, in that it imposes fewer a priori prescriptive rules, but firmer, in that it puts the onus clearly on operators, and especially on dominant operators, to ensure that they do not engage in anti-competitive behaviour which therefore imposes on Licensees a condition which prohibits anti-competitive practices and which enables the Director to secure fair trading without having first to go through the lengthy process of individual licence modification.

5.4. The current process is unsatisfactory. BT's licence contains 76 conditions, many of which were drafted in 1983/84, at a time when BT had a monopoly in the provision of telecommunications services. Experience to date has shown that, due to the detailed specific nature of the licence conditions, it is often difficult for the Director to take enforcement action because the behaviour complained of is not covered by the precise terms of the condition.

5.5. A licence cannot specify in detail every conceivable type of anti-competitive behaviour. There are gaps in the current conditions in BT's licence. Under the licence, the only practical solution open to the Director when a gap is exposed in the licence is to seek to modify, and hence expand, the licence to ensure that the newly-identified practice is caught in the future. BT's licence has been in a continual process of such modification, and hence expansion, for several years. The system is slow and it does not provide any immediate redress to those who suffer from anti-competitive behaviour.

5.6. The Director, therefore, proposes that BT's licence be modified as described in Part I of the Schedule below to include a condition which prohibits certain types of behaviour which are anti-competitive. The proposed licence conditions designed to protect the legitimate interests of the Licensee. BT has given its consent under the Act to the licence modification now proposed.

5.7. The proposed condition has been written so that it can be included in all significant licences granted under the Telecommunications Act. Once so included it will form a uniform set of rules to apply to the holders of all such licences.

5.8. The Director proposed that adoption of the proposed new condition would result in the deletion of fifteen conditions from BT's licence as described in Part II of the Schedule. The deletions will take effect on 31 December 1996.

6. REPRESENTATIONS

6.1. The Director is required by section 12(2) of the Act to consider any representations or objections which are duly made and not withdrawn. Subject to the present consultation, the Director proposes to make the modifications forthwith.

6.2. Representations and comments on, or objections to, the proposed modifications may be made to David Naylor, OFTEL, 30 Ludgate Hill, London EC4M 7J (telephone 0171 634 8708) no later than 5 September, 1996.

6.3. Any confidential material should be clearly marked as such and separated out into a confidential annex. All representations or objections received by OFTEL with the exception of material marked confidential, will be made available for inspection in OFTEL's library. OFTEL encourages interested parties to place the non-confidential parts of their representations, objections and comments on their own Internet pages, in addition to sending OFTEL a hard copy. Comments on this document (if they are relatively short) can also be sent to OFTEL at the following e-mail address: pressaffairs@oftel.gov.uk

6.4. Copies of the proposed modifications (showing changes from the Condition previously considered) can be obtained from Niall Morgan at the above address (telephone 0171 634 8862) from whom copies of the proposed licence modifications in respect of the controls on BT's prices are also available.

Transocean fails to meet forecasts

By Greg McIvor in Stockholm

Transocean Drilling, the Norwegian offshore drilling company targeted in a takeover bid by Sonat Offshore Drilling of the US, yesterday reported improved underlying first-half profits. However, it failed to match market expectations.

The company rebounded from a net loss of Nkr118m a year ago to post a Nkr320m (\$60m) net profit. However, the figures were Nkr50m below analysts' forecasts, and were distorted by a Nkr332m gain from the sale of assets at its Anchor Drilling Division subsidiary.

Mr Reidar Lund, Transocean president and chief executive, blamed the under-performance on a strike among Norwegian oil service workers in June, which cost the group Nkr28m. A further Nkr36m of expenses were blamed on a troubled "turnkey" drilling contract in Argentina.

However, Mr Lund painted an optimistic picture of second-half performance, saying the full effect of an improved offshore business climate would be felt in the period. Profits from floating and fixed platform operations, the latest business area, would "improve considerably", and stronger demand for well intervention services would lift performance in that division.

The merger with Sonat would benefit both companies, he said, yielding "flexibility and solidity" while cushioning Transocean against cyclical swings.

Houston-based Sonat appears to have won the battle for control of Transocean against local rival Reading & Bates, after raising its bid to \$1.5bn in May. The Norwegian company had made clear its preference for Sonat, whose final bid prompted Reading & Bates to withdraw an earlier higher offer.

David White, Madrid

BRADFORD & BINGLEY £150,000,000 Floating rate notes 1999 Notice is hereby given that the notes will bear interest at 5.3875% per annum from 7 August 1996 to 7 November 1996. Interest payable on 7 November 1996 will amount to £149.25 per £10,000 note. Agent: Morgan Guaranty Trust Company JPMorgan

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United Friendly and Refuge to merge

By Molyko Rich
United Friendly and Refuge Group, the life insurance group, yesterday announced a £1.46bn (£227.7m) merger in a move which accelerates the pace of consolidation in the UK life insurance sector.

The merger, which is being structured as a recommended offer by Refuge for United Friendly, follows other significant developments in the insurance industry, including the merger between Sun Alliance and Royal Insurance, the flotation of Sun Life & Provincial by UAP, the French insurer, and the acquisition of Clerical Medical, the life insurer, by Halifax Building Society.

Mr George Mack, who will become chief executive of the enlarged United Assurance, said the merger would provide substantial opportunities for cost-cutting, although he declined to say how much would be saved.

He said that about a quarter of the combined group's 7,000-strong workforce would go and that United Friendly's head office in London, as well as some of the enlarged group's 279 branches, would be closed.

"We are not giving specific figures on the costs savings achievable, but clearly the amounts are significant," said Mr Mack.

The City generally welcomed the industrial logic of the deal. "One has to applaud the companies getting together to make costs cuts," said one analyst.

However, analysts said the home services market in which the two companies operate was in decline. In particular, sales of industrial branch policies - under which small premiums are collected every few weeks from customers' homes - were under pressure.

Sales of these policies have fallen in both Refuge and United Friendly since 1992, and the Prudential Corporation, the UK's largest life insurer, exited the market for industrial policies altogether in 1994.

"In the long term, the home services market is not terribly attractive," said one analyst.

EMI plan angers leading holders

By William Lewis and Alice Rawsthorn
Leading institutional shareholders have expressed concern over a proposed bonus scheme for directors of the EMI music group which could pay out a bonus each year worth up to 180 per cent of salaries.

The proposed Senior Executive Incentive Plan (SEIP), a type of long-term incentive plan (LTIP), is potentially the most lucrative LTIP in any UK public company.

Mr Jim Fifield, the US-based chief executive of EMI, would be the chief beneficiary, "Lucky Jim", as he is nicknamed in the City, would be entitled to the maximum 180 per cent bonus. This would have amounted to £3.48m on his base salary of £1.92m last year, when he actually received a cash bonus of £1.92m as part of a total £7.38m package.

Other EMI directors would receive slightly less substantial bonuses under the new proposals. Sir Colin Southgate, chairman, would be entitled to up to 140 per cent of his base salary. On last year's salary of £506,000 (part of a £755,000 package) Sir Colin's bonus would have been £708,400.

Shareholders say that the proposed terms are too complex and potentially too lucrative. Some are threatening to vote against it, if they remain unable to understand the scheme.

The incentive plan has been presented to Thorn EMI's shareholders as part of a package of proposals intended to demerge the Thorn rental company from EMI Group, which includes one of the world's largest record companies and the HMV record shops. Shareholders will vote on the proposed demerger next Friday.

Accounting change hits Rank

By Scheherazade Dameshku
Rank Organisation will increase investment in its Hard Rock cafés, bingo clubs, casinos, Odeon cinemas and multi-leisure centres. Mr Andrew Teare, chief executive, said the aim was to drive profits up in core managed businesses. They would also grow through acquisition.

Pre-tax profits fell from a pro forma £444m to £129m (£200m) in the six months to June 29.

This year Rank has changed the way it treats its 20 per cent share of profits in Rank Xerox, the office equipment joint venture, by accounting for it as a dividend instead of an associate. Had Rank continued to equity account the stake, pre-tax profits excluding non-operating items would have risen 11 per cent to £176m.

This includes a one-off gain of £18m in Precision Industries and a 27m charge, mainly for redundancies, at Rank Xerox.

Turnover increased 10 per cent to £940m. Mr Teare said Rank's businesses had made "good progress in this seasonally less important part of the year".

The benefits of new openings and capital expenditure were expected to come through in the second half.



Andrew Teare (left) with Sir Denys Henderson, chairman

Willis dismisses merger talk

By Ralph Atkins, Insurance Correspondent

Willis Corroon, the insurance broker, yesterday formally dismissed suggestions that it would seek a merger with another of the "big six" global brokers and pledged to retain its independence.

Mr John Beeve, Willis' new executive chairman, announced the conclusions of the group's latest strategic review alongside results showing a 6 per cent increase in pre-tax profits to £70.6m (£110.1m) in the six months to June 30.

Reed Elsevier advances 13%

By Tim Burt
Reed Elsevier, the Anglo-Dutch publishing and information group, reported a 13 per cent rise in first-half profits after strong volume growth and subscription renewals for its scientific and professional journals.

Operating profits from continuing operations rose from £389m to £439m (£684.8m) on underlying sales of £1.7bn (£1.59bn) in the six months to June 30.

Of the four divisions, the sharpest improvement was reported in professional publishing, where margin increased by one percentage point to 25.4 per cent.

Mr Stapleton said rising demand for online business and legal information at Lexis Nexis, the US electronic information business acquired for £1.5bn in 1994, helped lift operating profits in the professional division from £113m to £134m.

Nynex cuts interim losses

By Jane Martinson
Better cost controls and increased revenues helped Nynex CableComms, the second largest cable operator in the UK, cut its interim losses by more than two-thirds.

Losses before interest, tax, depreciation and amortisation were reduced from £31.8m to £9.7m (£15.1m) in the six months to June 30.

Unflattering comparisons with the rest of the sector prompted Nynex to start a cost-cutting programme which included the loss of 300 jobs.

Total operating costs increased 25 per cent to £102m, principally because of an increase in programme and telephone costs. The company said that cable television remained an area where improvements could still be made.

Company	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current payment (p)	Date of payment	Dividends Corresponding dividend	Total for year	Total last year
Benson Crisp	6 mths to May 25	15.9 (14.1)	0.555 (0.552)	1.11 (2.5)	0.25	Oct 3	nil	nil
Bank for Social	Yr to Mar 31	19.02 (10.95)	1.11 (1)	3.21 (5.28)	1.15	Nov 21	1.15	1.48
Barrington	6 mths to June 30	-	0.074 (0.057)	0.44 (0.33)	-	-	-	0.2
Coutts Consulting	6 mths to June 30	19.8 (16.2)	1.52 (0.716)	1.54 (0.84)	0.75	Sept 20	0.6	0.7
Invesco	6 mths to June 30	21.3 (14.3)	0.52 (0.28)	0.11 (0.2)	0.1	Oct 1	1.78	5.73
Morgan Stanley	6 mths to June 30	112.7 (77.6)	2.22 (1.26)	5.52 (3.3)	1.33	Sept 5	0.85	2.7
Nynex	6 mths to June 30	68.1 (35.3)	41.9L (57.5L)	3.8L (4.7L)	-	Oct 8	4.75	15.75
Rank Organisation	6 mths to June 29	940 (854)	1.28 (0.44)	10.1 (45.2)	5	Oct 8	7.5	24.5
Reed Elsevier	6 mths to June 30	1,700 (1,611)	417 (370)	23.1 (25.3)	5.25	Oct 7	1.75	1.5
Urban	6 mths to June 30	-	3.36 (0.79)	5.6 (3L)	1.5	Sept 25	1.5	3
Westminster Health	Yr to May 31	86.1 (69.5)	17.6 (13.8)	23.51 (21.8)	3.65	Oct 3	3.3	6
Willis Corroon	6 mths to June 30	365.2 (357.7)	70.6 (66.3)	10.7 (9.7)	1.65	Oct 1	1.65	5.4
Wyke	Yr to Apr 30	85.9 (69.6)	5.07 (1.66)	6.78 (2.9)	1.25	Oct 25	0.75	2.25

Figures shown net. Figures in brackets are for corresponding period. After exceptional charge. After exceptional credit. (N) increased capital. (F) foreign income dividend. (C) comparative pro forma. (D) for 14 months. (E) earnings and dividend figures are for Reed International. (H) other interim; makes 4.95p to date. (M) December 31. (S) second interim; makes 2.05p to date.

NOTICE OF PARTIAL REDEMPTION
To Holders of
DOMUS MORTGAGE FINANCE NO. 1 PLC
£100,000,000
Mortgage Backed Floating Rate Notes due 2014

Notice is hereby given that in accordance with Conditions 5(b) and 18 of the Notes, the Issuer hereby gives notice to redeem £200,000,000 principal amount of Notes, selected randomly as detailed below. The date set for the mandatory redemption is the next coupon payment date being September 10, 1996, and the Notes will be redeemed at their principal amount plus accrued interest. Payment will be made against surrender of the Notes, together with all appurtenant Coupons maturing after the date set for redemption at the offices of the Paying Agents, named on the Notes. On and after September 10, 1996, the redeemed Notes will cease to accrue interest.

The amount of any missing unmailed Coupons will be deducted from the sum due for payment. Any amount of principal so deducted will be paid against surrender of the relative missing Coupons within five years from the date of payment. The redeemed Notes will become void unless presented for payment within ten years of the redemption date.

The nominal amount that will be outstanding after the Notes listed below have been redeemed is £17,000,000.

The Serial Numbers drawn for mandatory redemption are as follows:

116 161 207 338 392 490 700 845

By: The Chase Manhattan Bank
London, Principal Paying Agent and Reference Agent

CHASE

Sumitomo Trust & Banking Co., Ltd.

Financial Results as of 31st March 1996

	Millions of Yen Year ended 31st March 1996	Millions of Yen Year ended 31st March 1995
Income before taxes	-325,538	12,837
Net Income	-325,019	12,509
Total Assets in Banking Accounts	15,497,648	15,512,746
Total Assets in Trust Accounts	32,821,452	32,830,617
Dividends	47.00 per share	48.25 per share

The Annual Report for year ended 31st March 1996 will be available upon request from September. Please direct enquiries to the address below.

The General Affairs Dept.
The Sumitomo Trust & Banking Co., Ltd.
London Branch
155 Bishopsgate, London EC2M 3JU
Telephone: 0171-945-7000 Fax: 0171-945-7177

Heinz

Record Year for Heinz

I am pleased to report that H.J. Heinz Company achieved record earnings in Fiscal 1996. Global sales reached US\$9.1 billion for the year, more than US\$1 billion higher than the record set last year. Earnings per share progressed in kind, increasing 10% to US\$1.75 from US\$1.59. Operating income increased 11% from US\$1.18 billion to US\$1.29 billion. Heinz continues to be attractive to investors seeking consistent, double-digit earnings growth. Over the past two years, Heinz's stock prices appreciated 52% during a period that saw a major secondary stock offering of nearly 21.6 million shares, a three-for-two stock split and two dividend increases. The total return over that period for Heinz shareholders who reinvested their dividends was 67%, or more than 29% compounded annually.

Looking ahead, Heinz has excellent growth opportunities in six core categories where we are driving for global leadership. These categories are: foodservices; infant foods; retail ketchup and condiments; petfood; tuna; and weight control.

What distinguished these categories is that they are all very large; they are all growing globally; and, more importantly, they are all businesses in which Heinz enjoys leading brand positions and unique resources. We should also note that 26 of our brands will, this year, record sales of US\$100 million or more. Five additional brands are on the US\$100 million threshold. In summary, our growth plan is clear and achievable. We will continue to strengthen worldwide leadership and leverage in our six core categories. We will consolidate our acquisitions, relentlessly cut costs and attain higher standards in production efficiency. We will continue to grow overseas, with particular emphasis on emerging markets.

Sales	US\$9.11 billion
Net Income Before Tax	US\$1.02 billion
Net Income	US\$659 million

As I told security analysts last March, Heinz management possess unique skills in marketing, operations and finance and in the mysterious art of making profits, and we are fortunate to be backed by the dedication of our 43,300 co-workers worldwide. Together, we are committed to achieving double-digit growth in Fiscal 1997 and to attaining and expanding world leadership in our six core categories.

Dr. A.J.F. O'Reilly

The above is extracted from the comments to shareholders of H.J. Heinz Company by the Chairman, President and Chief Executive Officer, Dr. A.J.F. O'Reilly, for the year to 31st March 1996. The contents of this advertisement for which the Directors of H.J. Heinz Company accept responsibility have been approved for the purposes of Section 57 of the Financial Services Act 1986 by Capgemini & Uptrend, a firm authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business. It must be stressed that the value of shares can fall as well as rise and that the past is not necessarily a guide to the future.

صكنا من الأصل

INTERNATIONAL CAPITAL MARKETS

US Treasuries weaken ahead of auction

By Lisa Branstetter in New York and Samer Iskandar in London

US Treasury prices were modestly weaker in early trading yesterday as traders prepared for an afternoon auction of \$10bn in 30-year notes.

Near midday, the existing 30-year Treasury bonds were 3/8 weaker at 89 1/2 to yield 6.791 per cent. Bonds often fall in advance of an auction as traders try to push up the yield to attract retail and institutional investors.

At the short end of the maturity spectrum, the two-year note was unchanged at 100 1/2, yielding 5.960 per cent. The September 30-year bond future, listed on the Chicago Board of Trade, fell 1/4 to 111 1/4. The slope of the yield curve between two-year and 30-year maturities steepened by 7 basis points to 83 basis points.

GOVERNMENT BONDS

first time claims for unemployment benefits rose by 34,000 to 318,000 last week.

Activity in most Euro-bond markets was subdued. French OATs, however, recovered slightly relative to German bonds, the 10-year yield spread tightening by 2 basis points to 3 points. Buying - albeit in moderate volumes - took place late in the day, as the franc's recovery on the foreign exchange

market prompted traders who had sold OATs short in previous days to cover their positions. Matif's September notional future settled unchanged at 123.62, while the Fibor contract gained 0.04 to close at 95.93. Traders also reported some switching out of three-month euro-mark futures - which had outperformed in the past few days - into three-month Fibor futures. Observers warned, however, that the recovery looked fragile, as the risk of social turbulence appeared to be rising.

UK bonds were weak yesterday, but analysts said gilts stood to benefit in coming weeks from the strength of sterling against other currencies. Life's September long gilt future closed at 107 1/2, down 1/4. Mr Andrew Roberts, a gilt analyst at UBS in London, said increased expectations

of a rate rise - or the reduced chance of another cut - favoured curve flattening trades. Traders confirmed such transactions had taken place, with investors selling short maturities to buy bonds maturing in five years or more. Mr Roberts said this strategy was particularly attractive owing to the steepness of the yield curve, which allows a yield pick-up of around 100 basis points between two and five years, the highest level in more than four years. Traders also said gilts had suffered from speculation that the economic recovery, led by the retail sector, remained robust and might show stronger-than-expected inflationary pressures.

Italian bonds rose in early trading, but closed off their intra-day highs, hit by a slightly weaker US Treasury market. Life's Septem-

Dublin's futures exchange set to close

By Peter John

Ifox, the Irish futures exchange, is set to close at the end of this month through lack of business.

From peak turnover of 27,000 contracts a year in 1990, the Dublin exchange has seen volume among its 24 members dwindle to only 7,000 contracts in 1995. Mr Mick Dunne, one of the directors, said yesterday: "Any time [Ifox] came close to generating acceptable volume it was due to a concerted effort by a small number of institutions. It is not adding value."

However, Mr Fergus Sheridan, who was co-opted as chief executive from an independent risk management company to look at the future of the exchange, said its closure would be "not a major passing" but a reflection of the shift into more sophisticated trading within the Irish market.

Ireland moved from using agency brokers to market-makers at the end of last year, and the inter-dealer broker system rapidly became the principal hedge mechanism. Mr Charles Hanrahan, then Irish prime minister, launched Ifox in 1989 as a computer-based automated market. It was the first exchange to be created in Ireland since the Dublin Stock Exchange in 1799.

Ifox hoped to list futures contracts linked to Irish equities and options contracts on gilts, currencies, equities and interest rates. It currently trades three gilt futures contracts and one interest rate future.

The board is to meet on August 28 and it is likely that it will vote to wind down the business.

Clearing house deal for EMTA

By Peter John

Standardisation of the \$2,700bn market in emerging economy debt moved closer yesterday with firm details of a new \$3m clearing operation.

The Emerging Market Traders Association, representing leading investment banks as well as local members, has signed a memorandum of understanding with the International Securities Clearing Corporation.

EMERGING MARKETS

The new Emerging Markets Clearing Corporation is expected to include the world's leading 30-40 global emerging market dealers and brokers. It will cost \$1.5m to set up and a further \$1.5m to run for the next five years.

It will begin by concentrating purely on Brady bonds - securities issued in exchange for bank loans - but is expected to develop its remit to cover eurobonds and domestic securities such as Russia's MinFin bonds.

Funding will come from the principal investment banks, which will also be responsible for policy with the help of the world's main clearing houses - Euroclear, CedeL and ISCC - as well as EMTA itself.

The operation aims to: Cut counterparty risk by 75 per cent; Allow for cheaper risk management; Reduce costs further, for example through economies of scale and more efficient processing.

Mr Michael Chamberlain, executive director of EMTA, said yesterday that establishment of an industry-owned and directed clearing corporation operated by

ISCC was the result of a year's research. It represented "a major step forward in the orderly development of the emerging markets trading industry."

The move will break the stranglehold of big Japanese brokers, particularly Daiwa Securities, which currently dominate the clearing business within the sector.

Establishment of the clearing house is a sign of the increasing maturity of emerging markets, which have gained widespread appeal as investment returns in developed countries have narrowed. Trading volume has surged from \$734bn in 1992.

The need for a strong regulatory framework was underlined yesterday by Mr Jack Wrigglesworth, chairman of EMTA.

Following a visit to several Chinese futures exchanges, Mr Wrigglesworth said that Life was unable to reach any agreement for co-operation and joint trading because of the "lack of a proper law."

"You have to be seen to have proper rules and proper disciplinary procedures [which] have got to be seen to be applied fairly and transparently," he said.

China's futures exchanges trade a number of commodity contracts ranging from metals to green beans. However, regulators banned trading in the only financial derivative product - treasury bond futures - in May 1995, after serious trading irregularities.

The will by emerging markets brokers to take control of the whole transaction business themselves coincides with a similar move in the UK. Derivatives brokers are currently buying the London Clearing House from the retail banks which now own it.

Scramble for Abbott issue highlights shortage

By Antonia Sharpe

Yesterday's debut eurobond offering from Abbott Laboratories got a better reception than the US drugs company and lead manager Goldman Sachs had bargained for, as overwhelming "shorting" of the deal caused the spread almost to halve.

INTERNATIONAL BONDS

Syndicate managers said the dramatic tightening in the yield spread on the bonds from 17 basis points to 7.8 basis points over Treasury indices indicated that the \$250m five-year deal had been mispriced. However, Goldman Sachs said the spread had tightened as investment banks scrambled to get the bonds

New international bond issues table with columns: Issuer, Amount, Coupon, Price, Maturity, Fees, Spread, Book-runner

year dollar eurobonds to come in by 5.6 basis points since the start of the week. Elsewhere, Citibank Credit Cards continued to build up a profile with Continental European investors by launching its second

D-Mark securitisation, this time extending from three to five years. Mr Charles Wainhouse, treasurer, said Citibank Credit Cards had securitised \$3bn worth of credit card receivables in the eurobond

market to date this year, and planned a further \$4bn before year-end. The Swiss franc sector remained lively, with DSL-Bank riding on the back of Sweden's successful 10-year deal on Wednesday.

WORLD BOND PRICES

BENCHMARK GOVERNMENT BONDS table with columns: Country, Coupon, Bid, Ask, Days, Week, Month

BOND FUTURES AND OPTIONS

Table for various bond futures and options including US Treasury, UK Gilts, and others with columns for price, bid, ask, and volume.

FT ACTUARIES FIXED INTEREST INDICES

Table showing fixed interest indices for UK Gilts, US Treasuries, and other instruments with columns for index value and yield.

FT FIXED INTEREST INDICES

Table showing fixed interest indices for various international markets with columns for index value and yield.

FT/ISMA INTERNATIONAL BOND SERVICE

Table listing international bonds with columns for issuer, amount, coupon, price, and yield.

US INTEREST RATES

Table showing US interest rates for various maturities and instruments.

UK GILTS PRICES

Table showing UK Gilts prices for various maturities.

OTHER FIXED INTEREST

Table showing other fixed interest rates for various instruments.

CONVERTIBLE BONDS

Table showing convertible bond prices and yields.

BASE LENDING RATES

Table showing base lending rates for various banks and currencies.

FT/ISMA INTERNATIONAL BOND SERVICE

Table listing international bonds with columns for issuer, amount, coupon, price, and yield.

CONVERTIBLE BONDS

Table showing convertible bond prices and yields.

BASE LENDING RATES

Table showing base lending rates for various banks and currencies.

STRAIGHT BONDS

Table showing straight bond prices and yields.

FLUATING RATE INSTRUMENTS

Table showing floating rate instrument prices and yields.

COMMODITY PRICES

Table showing commodity prices for various goods.

STRAIGHT BONDS

Table showing straight bond prices and yields.

FLUATING RATE INSTRUMENTS

Table showing floating rate instrument prices and yields.

COMMODITY PRICES

Table showing commodity prices for various goods.

Vertical sidebar containing various market reports and advertisements, including 'Sterling Report', 'BASE LENDING RATES', and 'COMMODITY PRICES'.

Handwritten Arabic text: سوق من الالصال

CURRENCIES AND MONEY

MARKETS REPORT

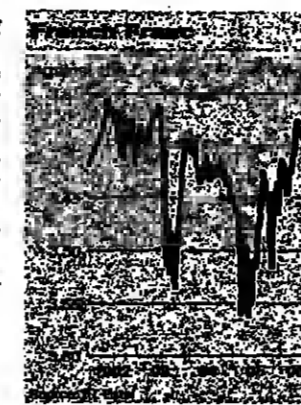
Sterling rallies on hopes of higher UK rates

By Philip Gawth

Sterling was the winner on the foreign exchange yesterday, helped by expectations of higher interest rates and technically driven buying. The pound rallied sharply in the European afternoon after buying by a US hedge fund drove it through the technical level of DM2.2960. This prompted further buying, helping the pound to close at DM2.3265 in London, from DM2.2965. Against the dollar it finished at \$1.5496, from \$1.5420.

The lira was barely changed at L1.023 from L1.024 against the D-Mark. The French franc bounced back from some of its recent losses to finish at FF3.409, from FF3.414. Aside from these moves, activity was generally sporadic with a discernible summer flavour having descended on the markets. The dollar had an uneventful day, closing at DM1.4845, from DM1.4829. It was firmer against the yen, finishing at Y103.166, from Y107.750.

A fairly random selection of events. The main factor was the growing conviction that the next move in UK interest rates will be up. This was reflected in the futures market, where the December short sterling contract fell seven basis points to finish at 94.09. The perception has its roots in the Bank of England's inflation report, released earlier this week, where the Bank warned Mr Kenneth Clarke, the Chancellor, that he would have to raise rates if he was to achieve his inflation target. This view was bolstered by a market rumour that the CBI distributive trade survey, due out today, would be stronger than expected. "This would add further weight to the Bank's argument on interest rates," said Mr Chris Furness, analyst at IDEA in London. The dispute in the Labour



He said "Labour" optimism was based on the view that they might take sterling into the ERM, while " Tory" optimism reflected confidence in their economic management. The view that UK rates will rise any time soon is not universal. Mr Michael Burke, economist at Citibank in London, said: "The chances of a UK rate rise ahead of the elections is somewhere close to zero."

analyst at Technical Data, said: "I believe there is still a risk of a significant break within the currency markets, possibly within the next 48 trading hours...I consider dollar/D-Mark to be the weak link in this scenario, and sizeable losses can be expected in the near term." Some observers are sceptical about the current level of the dollar. Mr Burke said "cynics suspect there may be hidden intervention." He said the most recent data from the US Federal Reserve showed that central banks had bought \$10.5bn of US treasuries in the last two months - a lot higher, he said, than would normally be the case.

POUND SPOT FORWARD AGAINST THE POUND

Table with columns: Aug 8, Closing mid-point, Change on day, Bid/offer spread, Day's high/low, One month Rate, Three months Rate, One year Rate, Bank of England Index. Rows include Europe, Asia, Americas, and various regional currencies.

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Table with columns: Aug 8, Closing mid-point, Change on day, Bid/offer spread, Day's high/low, One month Rate, Three months Rate, One year Rate, JP Morgan Index. Rows include Europe, Asia, Americas, and various regional currencies.

OTHER CURRENCIES

Table listing exchange rates for various currencies like Swiss Franc, Canadian Dollar, etc.

EURO CURRENCY INTEREST RATES

Table showing interest rates for various Euro currencies and maturities.

CROSS RATES AND DERIVATIVES

Table with columns: Currency, Bid, Ask, Bid, Ask, Bid, Ask, Bid, Ask, Bid, Ask, Bid, Ask. Rows include various currency pairs like GBP/USD, GBP/DM, etc.

UK INTEREST RATES

Table with columns: Term, Rate, Bid, Offer, Bid, Offer, Bid, Offer, Bid, Offer. Rows include various UK interest rate products like 3-month, 6-month, 1-year, etc.

EMU EUROPEAN CURRENCY UNIT RATES

Table with columns: Currency, Rate, Change on day, % +/- from v/wk, % spread, Div. Rows include various EMU currencies like Netherlands, Spain, etc.

BASE LENDING RATES

Table with columns: Bank, Rate, % spread, Div. Rows include various banks and their base lending rates.

EUROBOND FUTURES (LFFE) DM100 points of 100%

Table with columns: Open, Settle, Change, High, Low, Est. vol, Open Int. Rows include various Eurobond futures contracts.

EUROBOND FUTURES (LFFE) SF1m points of 100%

Table with columns: Open, Settle, Change, High, Low, Est. vol, Open Int. Rows include various Eurobond futures contracts.

SHORT STERLING FUTURES (LFFE) £500,000 points of 100%

Table with columns: Strike, Price, Sep, Dec, Mar, Sep, Dec, Mar. Rows include various short sterling futures contracts.

EUROBOND FUTURES (LFFE) SF1m points of 100%

Table with columns: Strike, Price, Sep, Dec, Mar, Sep, Dec, Mar. Rows include various Eurobond futures contracts.

Notice to Bondholders for KOLON INDUSTRIES INC. U.S. \$50,000,000 0.25% Convertible Bonds due 2004 (Old CB) and U.S. \$40,000,000 0.25% Convertible Bonds due 2003 (New CB).

Computacenter Limited Half Year Results 1996 (Unaudited). Notice to Holders of Computacenter Services Group plc 10 per cent Bonds due 2002 in accordance with condition 15 (f) of the Bond.

CAMPBELL HOLDINGS LIMITED SFR 58,000,000 Floating Rate Notes, ordinary payment falling due in 1999 ("the Notes"). Notice of Early Redemption.

International Finance Corporation Floating rate notes 1996. Notice is hereby given that the interest period of the notes will carry an interest rate of 8.45% per annum.

MARGINED CURRENCY DEALING Laurion CALL TOLL-FREE. Flexible managed accounts, Limited liability guaranteed, Lowest margin deposits.

BONGRAIN S.A. Net sales for the first half year 1996. BONGRAIN generated consolidated sales of FRF 5.1bn during the first six months. The increase is 2.4% in comparison with the same period of 1995 and in same consolidation structure.

COMMODITIES AND AGRICULTURE

Fresh oil output surge forecast next year

By Robert Corzine
Another surge in oil production from countries outside the Organisation of Petroleum Exporting Countries is expected next year, according to the International Energy Agency.

It says "more than two dozen new [North Sea] fields are projected to lead to a 565,000 b/d gain, compared with a 535,000 b/d increase estimated for this year."

mainly western industrialised countries which are members of the Organisation of Economic Co-operation and Development should fall to 1.4 per cent in 1997 from an estimated 2 per cent this year.

Ukrainian grain harvest continues its steep slide

By Matthew Kaminski in Kiev

Ukraine's grain harvest this year will be little more than half the 1990 level, marking another disastrous year for the country's once dominant agricultural sector, a senior official said yesterday.

World Bank. Total output in the farm sector declined by 2 per cent last year, after a 17 per cent fall in 1994, according to the agriculture ministry.

Canadian diamond plan clears major hurdle

By Bernard Simon in Toronto

The Canadian government has approved an environmental review of proposals to build the country's first diamond mine in the Lac de Gras area of the Northwest Territories.

Australia's BHP, still needs a number of other regulatory approvals. But none of these is expected to pose a serious problem.

partner, Dia-Met Minerals, have not disclosed production targets, beyond saying that in Latin America, which is attracting increased attention from western oil companies, will account for 400,000 b/d of the oil supply growth.

Analysts bullish on lead market prospects

By Kenneth Gooding, Mining Correspondent

There is virtually universal agreement among analysts that the immediate prospects for lead prices are very bullish. Consumers are being warned that the lead market is heading for a period of supply tightness that might last until 1998.

appear well placed to stage a strong rally. Mr Nick Moore at the Flemings Global Mining Group is equally bullish.

surplus in 1998 but it is not until 1999 that stocks are predicted to increase meaningfully, she says. Ms Gardner is forecasting average lead prices of 37 cents a pound (\$516 a tonne) in 1997, compared with 35.6 cents (\$501) in 1996.

aboriginal people and other northerners, and for Canada generally. About 1,000 people are expected to be employed during the two-year construction period. Once in production, the mine will have a payroll of 850 workers, two-thirds of them recruited locally.

MARKET REPORT

LME nickel prices surge 4%

NICKEL prices surged 4 per cent on the London Metal Exchange yesterday, driven by speculative short covering and investment fund buying.

after hours "herb" session at \$7,500 a tonne, up \$270 from Wednesday but \$40 off the high.

COMMODITIES PRICES

BASE METALS

Table with columns: Commodity, Unit, Price, Change. Includes Aluminum, Lead, Tin, Zinc, Copper, Nickel, Silver, Platinum, Palladium.

Precious Metals continued

Table with columns: Commodity, Unit, Price, Change. Includes Gold, Silver, Platinum, Palladium.

GRAINS AND OIL SEEDS

Table with columns: Commodity, Unit, Price, Change. Includes Wheat, Soybeans, Maize, Barley, Soybean Meal, Soybean Oil, Soybean Meal CBT, Soybean Oil CBT.

SOFTS

Table with columns: Commodity, Unit, Price, Change. Includes Cocoa, Coffee, Sugar, Cotton.

MEAT AND LIVESTOCK

Table with columns: Commodity, Unit, Price, Change. Includes Live Cattle, Live Hogs, Pork Bellies.

LONDON TRADED OPTIONS

Table with columns: Commodity, Strike, Price, Change. Includes Aluminum, Copper, Silver, Gold, Nickel, Zinc, Lead, Tin, Soybean Oil, Soybean Meal, Soybean Oil CBT, Soybean Meal CBT, Soybean Oil CBT, Soybean Meal CBT.

LONDON FOT SPOT MARKETS

Table with columns: Commodity, Price, Change. Includes Petroleum, Natural Gas, Wheat, Soybean Meal, Soybean Oil, Soybean Meal CBT, Soybean Oil CBT, Soybean Meal CBT.

PRECIOUS METALS

Table with columns: Commodity, Unit, Price, Change. Includes Gold, Silver, Platinum, Palladium.

UNLEADED GASOLINE

Table with columns: Commodity, Unit, Price, Change. Includes Gasoline.

FREIGHT (DUPPEX) LME (\$100/tonne)

Table with columns: Commodity, Unit, Price, Change. Includes Freight.

INDICES

Table with columns: Index, Value, Change. Includes Reuters, CRB, GSCI.

Wool

Australian wool continues to sell at steady prices, and the Eastern market indicator in the first two weeks of the season has fluctuated very narrowly.

WORLD NEWS

Ukraine's grain harvest this year will be little more than half the 1990 level, marking another disastrous year for the country's once dominant agricultural sector.

AGACROSS

- 1 Army signals? Of course! (4,4)
2 I need half a month before becoming a saint (9)
3 Moslem leader's measure, always poetical (5)
4 Young female star leaving Las Vegas (4)
5 Fruit is found in waterfalls (7)
6 Tricky that's trifling, so we hear (7)
7 Idle brain (4)
8 Time left to devour raw fish (5)
9 One doesn't work all the time - send him back (4-9)
10 A sort of aide or crew member for pop musicians (3)
11 Entertainers providing content variety in resort (3)
12 Sound controls for Europeans (6)
13 Single us out for unfair appearance (3)
14 In France you read Italian (6)
15 Command an attack (6)
16 Start to send broken watches over (6)
17 Stocks for bears (7)

NUMBERS GAMES

Grid for numbers game with clues: 1 Across, 2 Down, 3 Across, 4 Down, 5 Across, 6 Down, 7 Across, 8 Down, 9 Across, 10 Down, 11 Across, 12 Down, 13 Across, 14 Down, 15 Across, 16 Down, 17 Across, 18 Down, 19 Across, 20 Down, 21 Across, 22 Down, 23 Across, 24 Down, 25 Across, 26 Down, 27 Across, 28 Down, 29 Across, 30 Down.

Advertisement for 'OFFSHORE AND OVERSEAS' featuring various international services and contact information.

سكنا من الامل

Offshore Funds and Insurances

FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 873 4378 for more details.

Main table containing fund names, categories, and prices. Includes sections for LUXEMBOURG (REGULATED), Offshore Funds, and Offshore Insurances.

Handwritten Arabic text: 'صكوك الاموال'

Vertical sidebar on the right side of the page, containing various advertisements and notices.

FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 771) 873 4378 for more details.

Offshore Insurances and Other Funds

Main table of fund prices with columns for Fund Name, Price, and Change. Includes sections for Global Mutual International - Condit, Alpha Fund Management Ltd - Condit, Credit Investment Funds, Garamita Fund of Funds Ltd, and various other fund categories.

Handwritten Arabic text: 'سكان الامل' (Sakan al-Amal)

HACKETT LONDON ESSENTIAL BRITISH RISK Sale now on at 17, ST. MARKS STREET, LONDON SW1W 9JW

OTHER OFFSHORE FUNDS

Table of other offshore funds including ATP Management Ltd, Alpha Fund Management Ltd, and various international and specialty funds.

MANAGED FUNDS NOTES: This section provides detailed information and disclaimers regarding the funds listed, including performance history and risk factors.

LONDON SHARE SERVICE

ALCOHOLIC BEVERAGES

Table listing companies in the Alcoholic Beverages sector with columns for company name, price, and change.

BANKS, MERCHANT

Table listing companies in the Banks, Merchant sector.

BANKS, RETAIL

Table listing companies in the Banks, Retail sector.

BREWERIES, PUBS & REST

Table listing companies in the Breweries, Pubs & Rest sector.

BUILDING & CONSTRUCTION

Table listing companies in the Building & Construction sector.

BUILDING MATS. & MERCHANTS

Table listing companies in the Building Mats. & Merchants sector.

CHEMICALS

Table listing companies in the Chemicals sector.

CHEMICALS - Cont.

Table listing companies in the Chemicals sector (continued).

DISTRIBUTORS

Table listing companies in the Distributors sector.

DIVERSIFIED INDUSTRIALS

Table listing companies in the Diversified Industrials sector.

ELECTRICITY

Table listing companies in the Electricity sector.

ELECTRONIC & ELECTRICAL EQPT

Table listing companies in the Electronic & Electrical Equipment sector.

ELECTRONIC & ELECTRICAL EQPT - Cont.

Table listing companies in the Electronic & Electrical Equipment sector (continued).

ENGINEERING

Table listing companies in the Engineering sector.

ENGINEERING - Cont.

Table listing companies in the Engineering sector (continued).

ENGINEERING, VEHICLES

Table listing companies in the Engineering, Vehicles sector.

EXTRACTIVE INDUSTRIES

Table listing companies in the Extractive Industries sector.

EXTRACTIVE INDUSTRIES - Cont.

Table listing companies in the Extractive Industries sector (continued).

FOOD PRODUCERS

Table listing companies in the Food Producers sector.

FOOD PRODUCERS - Cont.

Table listing companies in the Food Producers sector (continued).

GAS DISTRIBUTION

Table listing companies in the Gas Distribution sector.

HEALTH CARE

Table listing companies in the Health Care sector.

HOUSEHOLD GOODS

Table listing companies in the Household Goods sector.

HOUSEHOLD GOODS - Cont.

Table listing companies in the Household Goods sector (continued).

INSURANCE

Table listing companies in the Insurance sector.

INVESTMENT TRUSTS

Table listing companies in the Investment Trusts sector.

INV TRUSTS SPLIT CAPITAL

Table listing companies in the Investment Trusts Split Capital sector.

INVESTMENT TRUSTS - Cont.

Table listing companies in the Investment Trusts sector (continued).

Table listing companies in the Investment Trusts sector (continued).

Table listing companies in the Investment Trusts sector (continued).

Table listing companies in the Investment Trusts sector (continued).

Advertisement for Rockwell components for heavy and medium duty trucks and trailers, featuring the Rockwell logo and text: 'Rockwell components for heavy and medium duty trucks and trailers keep businesses on the road to exceptional performance.'

Vertical text on the right edge of the page, including 'INVESTMENT TRUSTS', 'INVESTMENT COMPANIES', and 'HOTELS'.

Handwritten Arabic text at the bottom of the page: 'صكنا من الامل'.

LONDON SHARE SERVICE

BY TRUSTS SPLIT CAPITAL - Cont.

Table listing various trusts and their financial data, including names like 'The British Trust for Ornithology' and 'The British Trust for Applied Science'.

LEISURE & HOTELS - Cont.

Table listing leisure and hotel companies such as 'The Rank Group' and 'The Travel Company'.

PAPER, PACKAGING & PRINTING

Table listing companies in the paper, packaging, and printing sectors.

PROPERTY - Cont.

Table listing property-related companies and their financial metrics.

TELECOMMUNICATIONS

Table listing telecommunications companies like 'British Telecommunications'.

AM - Cont.

Table listing American companies and their share prices.

LIFE ASSURANCE

Table listing life assurance companies.

MEDIA

Table listing media companies.

PHARMACEUTICALS

Table listing pharmaceutical companies.

RETAILERS, FOOD

Table listing food and retail companies.

RETAILERS, GENERAL

Table listing general retail companies.

TEXTILES & APPAREL

Table listing textiles and apparel companies.

AMERICANS

Table listing American companies.

CANADIANS

Table listing Canadian companies.

SOUTH AFRICANS

Table listing South African companies.

OTHER INVESTMENT TRUSTS

Table listing other investment trusts.

OIL EXPLORATION & PRODUCTION

Table listing oil exploration and production companies.

INVESTMENT COMPANIES

Table listing investment companies.

OIL, INTEGRATED

Table listing integrated oil companies.

OTHER FINANCIAL

Table listing other financial companies.

LEISURE & HOTELS

Table listing leisure and hotel companies.

PROPERTY

Table listing property companies.

TOBACCO

Table listing tobacco companies.

TRANSPORT

Table listing transport companies.

WATER

Table listing water utility companies.

PROPERTY - Cont.

Table listing property companies (continued).

SUPPORT SERVICES

Table listing support services companies.

AIM

Table listing companies on the Alternative Investment Market (AIM).

Advertisement for Rockwell: 'By meeting customer needs, Rockwell has become a world leader in components and systems for cars, trucks and trailers. Rockwell logo and text.

GUIDE TO LONDON SHARE SERVICE

Guide to London Share Service: Information regarding share prices, company classifications, and market data. Includes details on FT 100, FT 250, and FT 350 indices.

LONDON STOCK EXCHANGE

MARKET REPORT

Footsie manages seventh straight gain

By Philip Coggan, Markets Editor

The UK stock market succumbed to the August holiday spirit yesterday, with share prices drifting sideways in modest volume.

The FT-SE 100 index traded in a range of just 14 points during the day. Nevertheless, the leading index recorded its seventh consecutive gain, albeit only a 0.3 point rise to 3,811.4.

After all the spurious bid rumours that have recently been circulating, it was almost a relief to see an actual merger - ironically one that few expected.

Friendly and Refuge Assurance was seen as a further step towards the consolidation of the insurance sector, where there is scope for considerable cost savings.

The deal pushed up United Friendly's shares by 14 per cent, gave a lift to other small insurance groups such as London & Manchester and enabled the FT-SE Mid-250 index to outperform Footsie on the day.

After all the spurious bid rumours that have recently been circulating, it was almost a relief to see an actual merger - ironically one that few expected.

Otherwise, there was little to inspire investors. Wall Street provided some support at the start - after a 22 point gain in the Dow Jones Industrial Average on Wednesday - but the US market drifted lower when it opened yesterday, and the Dow had dropped by around 26 points by the close of London trading.

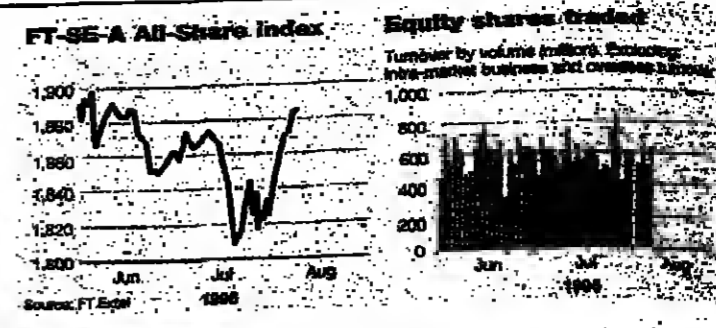
The "bid rumour of the day" was a revived hope that someone might bid for Schroders, the merchant bank and asset manager. But speculators will be hoping that the story has more staying power than Wednesday's rumour that Reed might bid for Reuters or Pearson; in the event, Reed

revealed the \$100m purchase of Tolley, the specialist publisher. "At a time when there is no news around, people are being more than usually creative. Any and every company that has been mentioned as a bid candidate is being put forward," says Mr Paul Walton, UK strategist at Goldman Sachs.

"Our rally in the last 10 days has been inspired by Wall Street," he adds "but we're in a trading range of 3,650-3,850 and we aren't going through the top of it in my view. The equity market is fairly expensive, there is political risk and most market participants are on holiday."

Mr Ian Williams, UK equity strategist at Panmure Gordon is also downbeat, saying that "the recent run seems a bit overdue. It is a reflection of tight market conditions and an over-reaction to some stock specific stories. In the second half of the year, political worries will become more severe and the disagreement between the chancellor and the Bank governor will come to the fore."

Volume slipped back to holiday levels yesterday, with 638.3m shares traded by the 6pm cutoff. The value of retail business was \$2.5bn, the second successive day to top \$2bn.



Indices and ratios table showing FT-SE 100, FT-SE Mid 250, FT-SE All-Share, and various ratios like P/E, Dividend Yield, and Longevity Yield Ratio.

Best performing sectors and Worst performing sectors table listing various industry groups and their performance metrics.

Hanson tops the charts

Conglomerates bounced back with a number of leading stocks moving up sharply to make some amends for a very drab recent run by the sector.

Hanson, which has lagged the market by more than 20 per cent this year, stormed to first place in the Footsie performance charts and BTR and Cookson also found ready buyers.

Shares in Hanson latched on to hopes of good news from the US book-to-bill ratio for semiconductor, long seen as a key indicator of demand trends in the electronics industry.

Having touched a recent low of 0.75 in May, the ratio has been slowly improving in recent months. The betting yesterday was that the July figure - due out after London market hours - would show further steady gains over the 0.91 of June.

Cookson jumped 6% to 269p. Hanson climbed 9% to 166p, in 12m traded, after Kleinwort Benson put out a positive note, urging clients to buy on a 12-month view.

The broker remains at the top end of the City range of Hanson sum-of-the-parts calculations at 193p, and describes the stock as a good long term buy.

Rounding off a strong showing by the sector, BTR rose 9% to 258p. Tomkins

buoyed lately by good news on recent acquisition Gates Rubber, came off 7 to 262p.

Gas rebounds

British Gas, which fell precipitously earlier this year on the back of regulatory scares, clawed back above the 22 mark yesterday in the day's heaviest volume.

A number of brokers have been adopting a more favourable stance on the stock lately, and yesterday sentiment was given a hefty push up by a reiterated buy note from SGST.

Regulator Ofgas is due to announce final price proposals for Gas's TRANSCO pipeline operations within the next two weeks. Ms Irene Himona, SGST energy analyst, feels that Ofgas's preliminary draconian rulings could well be moderated.

Gas shares came down from 250p to 170p between mid-April and mid-May. Yesterday they gained 5 to 202p in turnover of 14m.

Life stocks active

Life insurance shares, a traditionally sleepy sector, sprang into action following news of the agreed merger between United Friendly and Refuge.

United Friendly, up 10% to 83p, ended at the top of the FT-SE Mid 250 rankings while hopes for further corporate activity in the sector hoisted London and Manchester 3% to 351p and Broughton 10 to 763p.

Refuge came off 22 to 408p, as market-makers brought share prices into line with

the views of the consulting actuaries to the merger of the two companies so-called embedded values. The big talking point in the leisure sector was Bank Organisation, which tumbled 27 to 441p, as investors reacted negatively to the strategic review, as well as to changes to accounting policies, which resulted in pre-tax profits of \$128m against \$44m in the same period last year.

Analysts, who revised their forecasts, were divided as to whether the restructuring would be positive in the medium to long term. One said the premium rating for the stock still overvalued the fundamental business.

Shares in Reed International, the UK arm of Reed Elsevier, the Anglo-Dutch publishing group, fell 5 to 114p after interim results in line with forecasts.

Analysts said the etoek had risen in the last few days and the market may have been slightly disappointed that there had not been a substantial acquisition.

However Reed's \$100.5m purchase of Tolley Publishing from United News & Media was described by analysts as a rare deal - where both sides could be seen to benefit.

Ma Lorna Tibbitt of Panmure Gordon said the deal made financial sense for United, which climbed 24p to 679p. While the purchase price was not cheap for Reed, there were considerable synergistic benefits.

Rentokil had another strong day, advancing 16 to 450p for a minor per cent gain over the last two days. The support services group puts out first half figures on August 22 and a rally ahead of a results date

ment has long been a feature of the shares' trading pattern. Brokers expect the interim to be good but difficult to interpret, given that they will include some two months trading from its \$2.2bn acquisition, BBT. The City consensus is for profits growth of 23 per cent.

There was some speculation yesterday that Rentokil may be sharing in the market's renewed fondness for the so-called "growth stocks", as earnings among most cyclical companies start to level out.

Rentokil has an enviable record, with profits growing by 20 per cent per annum for the past 14 years. "Schroders, the independent merchant bank, moved up strongly on vague takeover talk plus trading optimism ahead of next month's interim statement.

Kleinwort Benson's very solid performance within the half-year returns from Dresdner Bank of Germany supplied the trading optimism. Kleinwort's pre-tax return on equity jumped from 14.4 to 20 per cent as profits broadly doubled.

"It's plainly been a good opening six months for the London-based merchant banks", said one analyst yesterday. He was more guarded on the takeover outlook for Schroders.

"These rumours resurface every so often. Schroders is 48 per cent owned by family interests, and it's a thin skin market to trade in", he said. The shares rose to 1238p.

Analysts last month pulled out of takeover talks with computer rival Amvat, shot forward on the back of a new takeover story. This time the rumour mill was tipping a bid from Sharp, the Japanese electronics giant.

Shares in Paton moved up

30 at the outset but eventually closed with a gain of 23 to 392p. Brokers reported that Paton had no knowledge of an approach from Sharp.

Among transport shares, Mersey Docks moved up strongly after a recommendation from UBS ahead of the company's interim results later this month. The stock advanced 12p to 277p.

Kleinwort Benson reiterated its positive stance on the food retailing sector, with J. Sainsbury, which dropped 5 to 395p, its least favoured stock. The broker upgraded its current year forecast for Tesco, from 2750m to 2745m, on the basis of relatively solid trading. Tesco strengthened 2 to 295p.

LONDON RECENT ISSUES: EQUITIES table listing recent IPOs and their performance.

FT GOLD MINES INDEX table showing performance of gold mining stocks.

FT-SE ACTUARIES ALL-SHARE table listing performance of actuarial firms.

Hourly movements table showing intraday price changes.

FT-SE ACTUARIES 350 DAY'S INDUSTRY BASKETS table listing performance of various industry baskets.

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Major Stocks Yesterday table listing top performing and underperforming stocks.

FT GOLD MINES INDEX table showing performance of gold mining stocks.

FT-SE Actuaries All-Share table listing performance of actuarial firms.

Hourly movements table showing intraday price changes.

صكيات الامل

Highs & Lows shown on a 52 week basis

WORLD STOCK MARKETS

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Table of stock market data for Europe, including Austria (Aug 8 / Sch), Belgium (Aug 8 / Frs), Czech Rep (Aug 8 / Koruna), Germany (Aug 8 / Dm), France (Aug 8 / Frs), Finland (Aug 8 / Mka), Greece (Aug 8 / Drachma), Hungary (Aug 8 / Korona), Italy (Aug 8 / Lira), Luxembourg (Aug 8 / Fks), Netherlands (Aug 8 / Gld), Norway (Aug 8 / Krone), Poland (Aug 8 / Zloty), Portugal (Aug 8 / Escudo), Spain (Aug 8 / Ptas), Switzerland (Aug 8 / Fns), Turkey (Aug 8 / Lira), UK (Aug 8 / Pst), and others.

ASIA

Table of stock market data for Asia, including Australia (Aug 8 / A\$), Hong Kong (Aug 8 / Hk\$), India (Aug 8 / Rupee), Indonesia (Aug 8 / Rp), Japan (Aug 8 / Yen), Korea (Aug 8 / Won), Malaysia (Aug 8 / M\$), New Zealand (Aug 8 / NZ\$), Singapore (Aug 8 / S\$), Taiwan (Aug 8 / NTD), Thailand (Aug 8 / Baht), and others.

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Table of stock market data for Africa, including Algeria (Aug 8 / Dinar), Egypt (Aug 8 / Pound), Kenya (Aug 8 / Shilling), Morocco (Aug 8 / Dirham), Nigeria (Aug 8 / Naira), South Africa (Aug 8 / Rand), and others.

AMERICA

Table of stock market data for America, including Canada (Aug 8 / Cdn\$), Mexico (Aug 8 / P\$), and others.

INDICES

Table of major stock indices including S&P 500, Nikkei, DAX, FTSE 100, etc., with columns for Aug 8, 7, 6, 5, 4, 3, 2, 1, 1996, and Low.

US INDICES

Table of US stock indices including Dow Jones, Industrials, Home Bldg, Transport, Utilities, DJ Ind. Div. Yield, S & P Ind. Div. Yield, S & P Ind. P/E Ratio, and others.

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INDEX FUTURES

Table of index futures data including CAC-40, DAX, S&P 500, Nikkei, etc., with columns for Open, High, Low, and Close.

WORLD STOCK MARKETS

Table of world stock market data including Australia, Canada, Europe, Hong Kong, India, Indonesia, Japan, Korea, Malaysia, New Zealand, Singapore, Taiwan, Thailand, and others.

AFRICA

Table of African stock market data including Algeria, Egypt, Kenya, Morocco, Nigeria, South Africa, and others.

AMERICA

Table of American stock market data including Canada, Mexico, and others.

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Table of stock market data for Europe, including Austria (Aug 8 / Sch), Belgium (Aug 8 / Frs), Czech Rep (Aug 8 / Koruna), Germany (Aug 8 / Dm), France (Aug 8 / Frs), Finland (Aug 8 / Mka), Greece (Aug 8 / Drachma), Hungary (Aug 8 / Korona), Italy (Aug 8 / Lira), Luxembourg (Aug 8 / Fks), Netherlands (Aug 8 / Gld), Norway (Aug 8 / Krone), Poland (Aug 8 / Zloty), Portugal (Aug 8 / Escudo), Spain (Aug 8 / Ptas), Switzerland (Aug 8 / Fns), Turkey (Aug 8 / Lira), UK (Aug 8 / Pst), and others.

ASIA

Table of stock market data for Asia, including Australia (Aug 8 / A\$), Hong Kong (Aug 8 / Hk\$), India (Aug 8 / Rupee), Indonesia (Aug 8 / Rp), Japan (Aug 8 / Yen), Korea (Aug 8 / Won), Malaysia (Aug 8 / M\$), New Zealand (Aug 8 / NZ\$), Singapore (Aug 8 / S\$), Taiwan (Aug 8 / NTD), Thailand (Aug 8 / Baht), and others.

AFRICA

Table of stock market data for Africa, including Algeria (Aug 8 / Dinar), Egypt (Aug 8 / Pound), Kenya (Aug 8 / Shilling), Morocco (Aug 8 / Dirham), Nigeria (Aug 8 / Naira), South Africa (Aug 8 / Rand), and others.

AMERICA

Table of stock market data for America, including Canada (Aug 8 / Cdn\$), Mexico (Aug 8 / P\$), and others.

INDICES

Table of major stock indices including S&P 500, Nikkei, DAX, FTSE 100, etc., with columns for Aug 8, 7, 6, 5, 4, 3, 2, 1, 1996, and Low.

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WORLD STOCK MARKETS

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Table of African stock market data including Algeria, Egypt, Kenya, Morocco, Nigeria, South Africa, and others.

INDEX FUTURES

Table of index futures data including CAC-40, DAX, S&P 500, Nikkei, etc., with columns for Open, High, Low, and Close.

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NOTES: Prices on the page are quoted on the following conditions: all figures are in local currency unless otherwise stated; all figures are in US dollars unless otherwise stated; all figures are in US dollars unless otherwise stated; all figures are in US dollars unless otherwise stated.

NEW YORK STOCK EXCHANGE PRICES

Main table of stock prices with columns for stock symbols, prices, and changes. Includes sections for 'NEW YORK STOCK EXCHANGE PRICES', 'NASDAQ LISTED STOCKS', and 'NASDAQ LISTED STOCKS'.

BE OUR GUEST. CIRAGAN PALACE HOTEL Kempinski Istanbul. When you stay with us in ISTANBUL stay as though with your complimentary copy of the FINANCIAL TIMES.

سكرا من الاصل

Continued on next page

4 pm close August 8

NYSE PRICES

Table of NYSE stock prices including columns for stock name, price, and change. Includes sub-sections like 'Continued from previous page' and 'AMERX PRICES'.

Table of NYSE stock prices, continuing from the previous section with various stock listings and their market movements.

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NASDAQ NATIONAL MARKET

4 pm close August 8

Table of NASDAQ stock prices including columns for stock name, price, and change. Includes sub-sections like '-V-', '-W-', '-U-', '-X-Y-Z-', '-C-', '-H-', '-I-', '-J-', '-K-', '-L-', '-M-', '-N-', '-O-', '-P-', '-Q-', '-R-', '-S-', '-T-', '-U-', '-V-', '-W-', '-X-', '-Y-', '-Z-'.

Table of NASDAQ stock prices, continuing from the previous section with various stock listings and their market movements.

AMERX PRICES

Table of AMERX stock prices including columns for stock name, price, and change.

Table of AMERX stock prices, continuing from the previous section with various stock listings and their market movements.

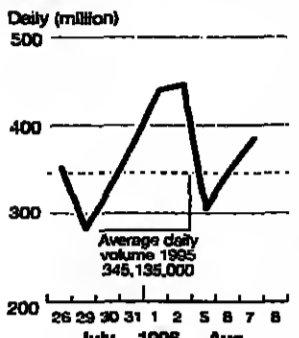
Advertisement for 'Have your FT hand delivered in Norway' with a large 'Norway' logo and text about financial news delivery services.

AMERICA US equities softer in midday trade

Wall Street

US shares were mostly lower at mid-session as the equity market gave back some of the gains posted in the past two weeks, writes Lisa Branstetter in New York.

NYSE volume



slipping 2.05 at 1,139.06. Since July 29, the Dow had added 284 points, and the Nasdaq 75 points as both markets regained their footing after sharp weakness in June and early July.

Caution in São Paulo

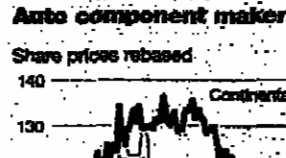
Mid-session activity in the region's markets was lacking in excitement. In SAO PAULO, the market was cautious ahead of options settlement which was expected in the next week.

Rate fears hit S Africa

Rumours that there could be a rise in interest rates afflicted equity trading in Johannesburg and most shares closed the session at or near their weakest levels.

EUROPE Helsinki, Copenhagen reach new 1996 highs

Two out of the four main Nordic markets hit new 1996 highs on the day, HELSINKI on specific news and COPENHAGEN, closing early, in homage to the recent strength of the Dow.

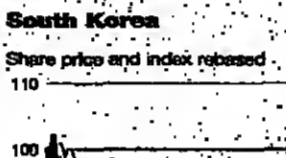


In Finland and abroad, analysts decided that a 56 per cent drop in second quarter profits at Nokia, allied to a return to profits at its mobile phones unit, was excellent news and the telecom group hit FM183 before closing FM145.00, or 8.8 per cent, higher at FM178.50.

STOCKHOLM, meanwhile, saw the ADIRSVÄRDEN General index up 8.6 to 1,962.7, well off its 1996 best. Ericsson responded to the Nokia news, its B shares closing SKR3 higher at SKR141, but the leading blue chips were mixed, with Astra A down SKR3 at SKR277 and Volvo B SKR1 lower at SKR143.

ASIA PACIFIC Nikkei recovers 1.2% on gains in high-techs

Tokyo Wall Street's high-tech rally lifted Japanese semiconductor-related stocks and the Nikkei average rose 1.2 per cent, writes Emilio Terazono in Tokyo.



The 225 index closed 253.72 higher at 20,731.31 after a range between 20,531.45 and 20,772.11. Gains in export-oriented, high-technology issues were also encouraged by a decline in the yen.

In high-tech stocks, meanwhile, NEC gained Y30 to Y1,140, Hitachi Y5 to Y1,000 and Toshiba Y13 to Y716. Carmakers were supported by the dollar's rise against the yen with Toyota Motor putting on Y30 to Y2,640 and Honda Y20 to Y2,540.

Arbitrage-linked buying helped banks. Dai-ichi Kangyo Bank rose Y20 to Y1,830, and Sumitomo Bank Y20 to Y1,880.

Speculative stocks were actively traded by individual investors. Tokai Kogyo dropped Y9 to Y591 and Nichiboshin, the non-bank financial institution, by Y99

FT-SE Actuaries Share Indices

Table with columns for Date, Index, and Change. Shows FT-SE 100 and FT-SE 250 indices for August 9, 1996.

denied takeover talk and closed 3 pgs lower at DM24.52 after an early flurry. All of the big five banks, and the two big insurers lost ground, with Bayernverein off 84 pf at DM59.16 and Dresdner 51 pf lower at DM41.04; in utilities, Veba and Viag shed DM2.03 at DM76.74, and DM9.15 at DM560.50 respectively; and in retailers, Karstadt closed DM8.50 lower at DM543.50.

PARIS saw significant price movements from Accor, Promodes and Sommer-Allibert, among others, as the CAC-40 index added 0.68 to 1,997.42 in turnover of FF2m.

Roundup

The partial cabinet reshuffle in South Korea had little impact on the SEOUL equity market. The composite index ended 3.17 up at 837.20, after an intra-day high of 841.93, but traders said that selling began growing once the index broke the 840 level.

Investors, apparently, had decided that there would be no drastic policy change in the short term. Among individual stocks, Samsung Electronics closed Won2,500 higher at Won3,800, with buying triggered by the news that Merrill Lynch expected improvement in the world chip industry; but Daewoo Corp, the trading and construction arm of the Daewoo Group, fell back Won250 to Won500; this followed a Won350 gain on Wednesday when large capitalisation stocks were seen as a good bet.

UK police prepare for clampdown on Internet porn

UK police prepare for clampdown on Internet pornography, reports suggest.

ATHENS hit a new year low

ATHENS hit a new year low of 870.56 during the day but some late buying helped to lift the market by the end of trading. The general index added 0.10 to 873.09 in turnover of DRK3.7bn.

AMSTERDAM busied itself

AMSTERDAM busied itself with Elsevier, which turned in first half figures much in line with expectations. The shares moved to a session high of F126.50, before closing off 30 cents at F126.40.

SHANGHAI reported a strong inflow of overseas money

SHANGHAI reported a strong inflow of overseas money on the prospect of an interest rate cut, and the B share index rose 0.78%, or 1.5 per cent, to 52,701 in turnover of \$8.4m.

PAKISTAN was worried by the possibility of protests in the city by opposition political parties.

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COCA-COLA Amatil advanced 40 cents to AS15.55

COCA-COLA Amatil advanced 40 cents to AS15.55 on news of a AS\$67m share placement with the Kerry Group, based in Hong Kong.

MANILA edged lower, the composite index losing 16.03 to 3,112.79.

MANILA edged lower, the composite index losing 16.03 to 3,112.79. Central Azucarera Don Pedro, the sugar manufacturer, which was making its market debut, closed at 5 pesos, a discount of 85 cents to its offer price.

TAIPEI moved up ahead of a cut in the rediscount rate which was announced by the central bank after the close.

TAIPEI moved up ahead of a cut in the rediscount rate which was announced by the central bank after the close. The weighted index rose 0.47 to 6,341.93 in turnover of \$T\$65.4bn; both hit five-week highs.

THE KSE index fell 17.89 to 1,497.94. Marches were being organised against the 1996/97 budget proposals of the prime minister, Ms Benazir Bhutto.

BOMBAY extended its own limited-range volatility, losing a percentage point after a 1.8 per cent gain on Wednesday. There was selective buying by foreign funds, but no follow through support, and a late sell-off left the BSE 30-share index 34.26 lower at 3,509.18.

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FT/S&P ACTUARIES WORLD INDICES

Table with columns for Country, Index, and Change. Lists various world indices including Australia, Austria, Belgium, Brazil, Canada, Denmark, France, Germany, Hong Kong, India, Indonesia, Ireland, Italy, Japan, Malaysia, Mexico, Netherlands, New Zealand, Norway, Philippines, Singapore, South Africa, Spain, Sweden, Switzerland, Thailand, United Kingdom, and USA.

Advertisement for Hungarian Bank for Investment and Development Ltd. U.S. \$75,000,000 Term Loan. Arrangers and Lead Managers: ABN AMRO Bank N.V., Bayerische Vereinsbank Aktiengesellschaft, Central-European International Bank Ltd. Co-Lead Managers: ARGENTARIA Banco Exterior de Espana S.A., Bank of Taiwan, Bayerische Landesbank Girozentrale, Christiania Bank og Kreditkasse, CREDITANSTALT RL, Credito Italiano S.p.A., Dresdner Bank Luxembourg S.A., Industriebank von Japan (Deutschland) AG, Landesbank Schleswig-Holstein International S.A., Mitsubishi Trust & Banking Corp. (Europe) S.A., The Royal Bank of Scotland plc, WZG-Bank Westdeutsche Genossenschafts-Zentralbank eG. Managers: Banca Monte dei Paschi di Siena S.p.A., Banco Central Hispanoamericano S.A., Landesbank Rheinland-Pfalz Girozentrale, SGB-Bank AG. Facility Agent: Central-European International Bank Ltd.

Large vertical advertisement on the right side of the page, partially obscured by a newspaper page from the Financial Times. Visible text includes 'FINANCIAL TIMES', 'Weekend FT', 'UK police prepare for clampdown on Internet porn', 'ATHENS hit a new year low', 'AMSTERDAM busied itself', 'SHANGHAI reported a strong inflow of overseas money', 'PAKISTAN was worried by the possibility of protests in the city by opposition political parties', 'COCA-COLA Amatil advanced 40 cents to AS15.55', 'MANILA edged lower, the composite index losing 16.03 to 3,112.79', 'TAIPEI moved up ahead of a cut in the rediscount rate which was announced by the central bank after the close', 'THE KSE index fell 17.89 to 1,497.94. Marches were being organised against the 1996/97 budget proposals of the prime minister, Ms Benazir Bhutto.', 'BOMBAY extended its own limited-range volatility, losing a percentage point after a 1.8 per cent gain on Wednesday. There was selective buying by foreign funds, but no follow through support, and a late sell-off left the BSE 30-share index 34.26 lower at 3,509.18.', 'PAKISTAN was worried by the possibility of protests in the city by opposition political parties.'